

Sales Management

THE MAGAZINE OF MARKETING



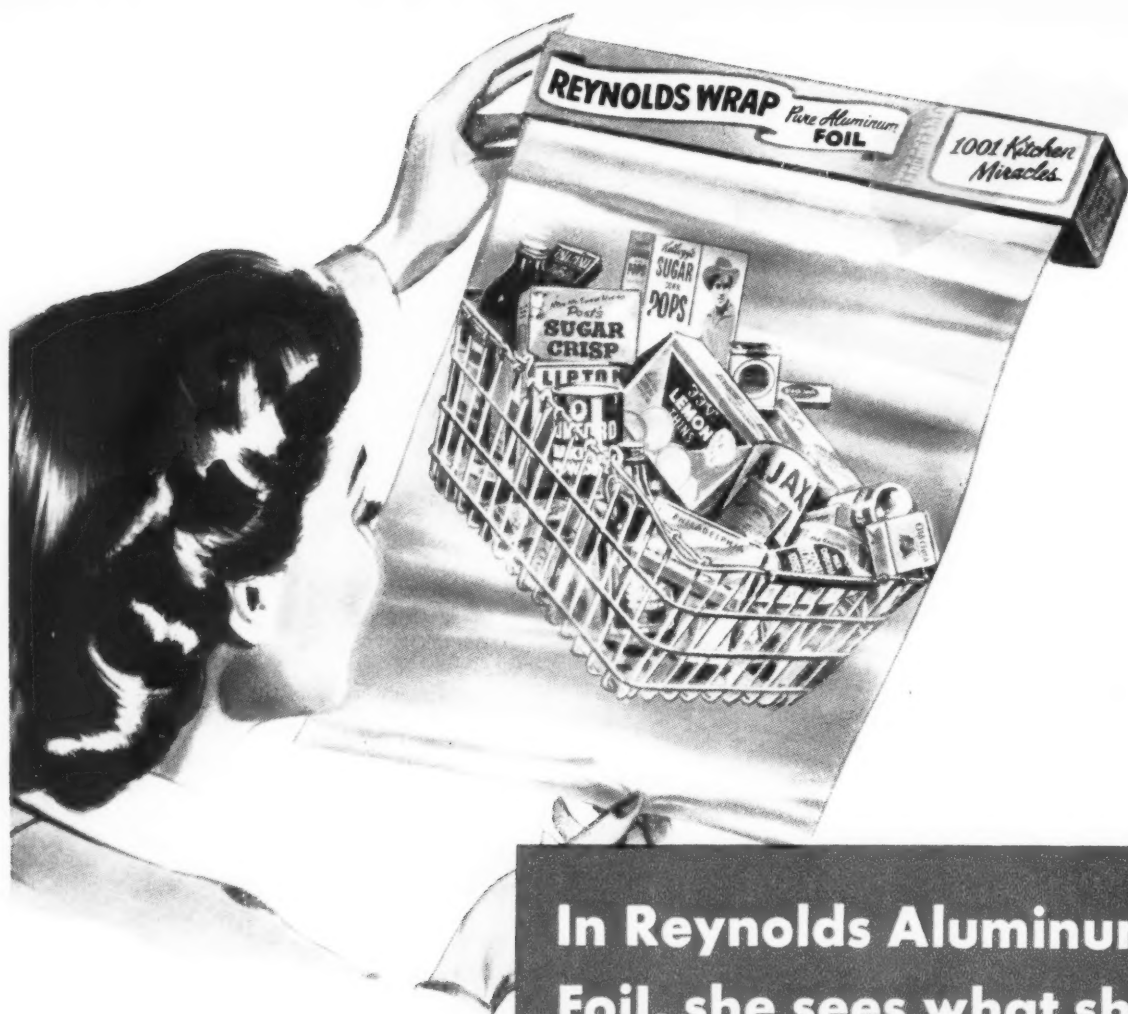
Alfred P. Knapp: He's found a 3-way cure for an industry suffering from lead in its feet. Page 30.

MANAGEMENT CONTROL CUTS COSTS FOR
THATCHER • PRICELESS INGREDIENT OF
THE BIG MONEY SALE • MORE ADVENTURES

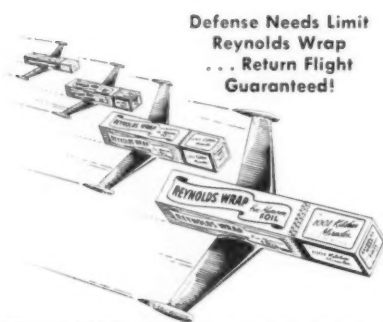


FIFTY CENTS

MAR-1-1952



In Reynolds Aluminum Foil, she sees what she wants to buy!



**Defense Needs Limit
Reynolds Wrap
... Return Flight
Guaranteed!**

**See Reynolds Traveling
Demonstration of Military Packaging!**
Government-specified Methods of foil and laminated-foil packaging demonstrated clearly with actual military products and parts. Write for itinerary of Demonstration Coach!

Now she sees...sees *why* she always reaches for this cereal and that box of cookies, this butter or margarine and that brand of cheese...and so on for dehydrated soups, dried fruits, candy, cleansers, etc., etc.

She sees the answer in Reynolds Aluminum Foil...and it's Reynolds Wrap that opened her eyes. Now she *knows* what's behind that extra stay-fresh quality of her favorite brands. It's what she has used to cover bowls and wrap leftovers...the best home food-keeper...Reynolds Wrap, the original and genuine, the pure aluminum foil.

And she knows what's behind the colorful brilliance of her favorite packages. Reynolds Wrap has taught her to recognize aluminum foil...to appreciate its beauty as well as its protection.

Tomorrow, her demand for foil-packaged products will be greater, more insistent. Let Reynolds extensive design staff and technical service help you get ready. Call on the leaders in foil packaging.

Reynolds Metals Company, General Sales Office, Louisville 1, Ky.



REYNOLDS ALUMINUM

"The Kate Smith Evening Hour" on Television, Wednesdays—Tallulah Bankhead in "The Big Show" on Radio, Sundays—NBC NETWORKS

Book of the Year

What a book! 1,800 pages . . . 420 of them in full color. 399 service features of vital interest to women . . . 104 articles on food alone . . . 114 on fashion . . . 84 on home furnishings and appliances . . . 38 on beauty. Plus fiction galore.

It costs . . . at your corner newsstand . . . only \$3.00.

It's a book for women. It is rich with understanding of women's aspirations . . . of their insatiable desire to lead a better life . . . for themselves and their families.

Naturally, this book is a best-seller. More than 4,000,000 copies are eagerly read every month . . . 50,000,000 copies a year . . . loved and used.

For the reader, there is an endless flow of *ideas*, fresh new ideas, ready to take practical form in the home.

For the advertiser, there is the evidence of steadily climbing circulation . . . of leadership on the up-swing. This astonishing "book" is McCall's Magazine for the year 1952.

UP in circulation . . .
UP in advertising



McCall's sets the pace



"Great...but
you should see the new rooms
at the **SHERMAN**
in Chicago"

1,500 NEW ROOMS...

smartly restyled...

brilliantly designed...

1,500 reasons why

you should think

of the **SHERMAN** when

you think of Chicago.

Most convenient location.

A drive-in garage!

Radio—Television.



World Famous Hotel
THE SHERMAN
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.
Pat Hoy, V. P. and General Manager

Sales Management

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5 Ways to Win and Hold

Identity for a Hidden Product

"Monel" . . . "Forstmann" . . . "Sanforized" . . . "Hollander-dyed" . . . Names like these now have high recognition value among consumers. If you want to push product identity through one or more stages of re-manufacture, this is what you need to do:

1. Select your customers carefully.
2. Identify your product to the consumer.
3. Get your ingredient-product promoted as a part of the end product.
4. Get both manufacturers and retailers to promote your name.
5. Give your product the benefit of good publicity.

By James C. Cumming Vice-President, Anderson & Cairns, Inc. 112

Ads Offer Profit Ideas

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They seek out prospects who are just getting into military production on items on which National Acme accumulated a wealth of operating data in World War II. It's another way advertising is vital even though you are "all sold up."

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Now You Can Charge It

From Coast-to-Coast

All because he found himself a long way from home, strapped for cash, and met with skepticism, a restaurant operator founded National Credit Card. You can charge most anything. 104

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It's just that simple . . . the sales approach developed by Wynn Oil Co. to build an international business on additives that improve motor performance. The basic demonstration is standard practice for the 1,000 self-financed salesmen who represent Wynn in the field.

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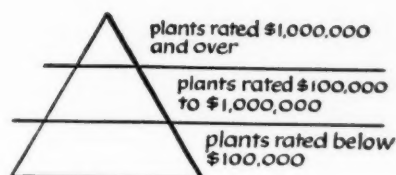
"Total Sales" Take Over at Burroughs (Part II)

It's brought standardization of models, produced vigorous development of electric computers, introduced a Customer Research Division, and brought about planned recruiting of college men for today's new kind of sales force.

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Naturally, there's a whale of a lot more plants rated under \$100,000 than plants rated over \$100,000. But 86% of IEN copies go to plants rated \$100,000 or over, and 56% of IEN copies go to men in plants rated \$1,000,000 and over! That's covering the worthwhile plants!



Nearly every business publication has a New Products Section—and it's well read, too, according to reader surveys. IEN goes one step further: the whole book is devoted to product information—not just for one industry but for all manufacturing industries.



Thomas Publishing Company
461 Eighth Avenue, New York 1, N. Y.

REPRESENTATIVES—ATLANTA • BOSTON • CHICAGO
CLEVELAND • DETROIT • INDIANAPOLIS
LOS ANGELES • PHILADELPHIA • PITTSBURGH

5 reasons why the Remington *Electri-conomy* is "Doing the Job"

1 "Although the accent is on increased typing production in our office, I still feel there can be no compromise with quality results—that's why we are so pleased with the handsome and distinctive correspondence and reports turned out on the Electri-conomy."

2 "All our secretaries and typists have taken to the Electri-conomy like ducks to water. It's so easy to learn to operate and we find that it can turn out more work, better work in less time."



4 "Since the Electri-conomy started working for us, we find we are able to get our day's work done on time. In addition, the typists are less fatigued at the end of the day—'really alive at five'."

5 The switch from manual typewriter to the Electri-conomy comes easily and naturally from the start because of the speed slope design keyboard. Typing becomes a pleasure because electricity does the work. Another reason why the Electri-conomy is becoming the favorite electric typewriter everywhere!



3 "When it comes to producing correspondence and reports calling for many carbon copies, the Electri-conomy is the answer to every typist's dream. It will make 15 or more legible carbon copies at one typing."



Yes, electricity makes the big difference...just a flick of the switch and controlled power typing takes over to turn out handsomer, distinctive sales-building letters, bulletins and reports that command instant reader attention. What's more, the Electri-conomy's speed and ease of operation *increases typing production, decreases office typing costs.*

Why not stop in at your local Remington Rand office and see the Electri-conomy at work—or, if you prefer, have an Electri-conomy test performed in your office—without obligation, of course.

THE FIRST NAME IN TYPEWRITERS *Remington Rand*

Remington Rand, Room 2512
315 Fourth Ave., New York 10, N. Y.

Please send me FREE copy of "Take A Letter"
(RE 8499)—without obligation, of course.

Name _____
Company _____
Address _____
City _____ Zone _____ State _____



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

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SALES MEETINGS

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Member



March 1, 1952

Volume 68

No. 5

more audience
2 Chicago
...*combined!*[★]

WBBM Chicago's *Showmanship* Station

Phone WHitehall 4-6000, Chicago—or any

CBS Radio Spot Sales office—for availabilities.

298,000 NET IMMIGRATION TO NEW JERSEY

(1940-1950)

- ★ Census figures show biggest net influx to New Jersey of any state in northeast U.S.A.!
- ★ only 2 far west states, one far south and one midwest state topped that record!
- ★ and only ONE newspaper in N. J. gives you LOCALLY EDITED full color Sunday roto,

THE NEWARK NEWS

*always BETTER
getting BIGGER*

Newark 1, New Jersey

or

O'Mara and Ormsbee, Inc.

The Human Side

A Cat Sells the C & O

The venerable Chesapeake & Ohio Railway probably didn't dream that a little kitten should lead them—"them" being customers—when it commissioned a gifted Viennese artist, G. Gruenewald, to create one as a company mascot. The C & O was thinking more about calendars than customers. But America took "Chessie"—the now famous railway mouser—to its heart. She made more friends for the company than all the polite conductors on the line.

Chessie was created as a drowsy little kitten who liked cat naps on the railway's sleepers. Back in 1933 the C & O used her to bolster up sleeping car travel via newspaper and magazine advertising. Chessie was such a hit that the company made her its star and built around her a whole program of menus, time tables, outdoor advertising, match covers, blotters and lithographed portraits suitable for framing. She also was given a prominent place in station and ticket office displays and she made the C & O a familiar name to millions of people. The company says that the acid test of her popularity is that thousands of kittens have been named for Chessie.

And now, for the first time, the C & O is letting Chessie—who still gets 50,000 fan letters each year—work both sides of the street. The company has decided to let Chessie be used in seven gift articles, available in leading department stores in the majority of cities served by the railroad.

The Glensder Textile Corporation has secured use of Chessie's profile for a line of scarves. And the Eaton Paper Company will bring out "Chessie's Purr-fect Letters," writing paper for children. The stationery comes in large sizes with writing guides and ruled margins to encourage neatness.

For years the C & O has had the controlling hand on Chessie. Her likeness on playing cards has been a feature of the railroad and



THE CHESSIE'S MEOW . . . Ever hear of the cat that pulled a railroad? Meet Chessie, the C & O trademark who is turning up on ties and scarves.

SALES MANAGEMENT

NOW...these vital questions are easier to decide!

Current and *continuing* answers to questions such as these are essential.

Obviously, such answers cannot come from a one-time survey, no matter how broad, or even from occasional surveys. But now actual day-to-day purchase records from more than 5000 families are available to give you the current and continuing answers you need.

How many of our sales are *repeats*?

One food manufacturer seemed to be losing customers from each of two products. Yet the facts showed that most of the "lost" customers were actually switching *between* the two products for variety's sake—but staying loyal to his brand!

Decision: to stick to his selling strategy—it was winning friends to his line.

Is our increased volume due to greater *consumer buying*—or are *dealers* simply stocking up?

Because he received reports *every month* on the daily purchases of more than 5000 families, a manufacturer selling in drug and variety outlets quickly saw that his upswing in sales was not due to increased buying by consumers—a fact that figures on sales to the *trade* could not have disclosed.

The decision: to continue to advertise heavily, but go slow on production, since inventories were obviously being built up.

How is our *special offer* paying out?

Another manufacturer, from facts supplied by the continuing consumer survey, found that a special offer paid off only in the areas where he had competition.

The consumer purchase figures revealed that, while the deal did win customers away from his competitors, it could not get a *larger number* of people to use that kind of product.

Which will best increase our gross—add a *new product*... or push what we have?

A manufacturer of a household product sought the best way to increase his gross. He was able to determine the chance for success for a new contender in the field... what consumers would expect in the way of performance and price.

The reports from consumers showed their preferences and indicated that the new product would sell well—and it does!

The facts upon which these manufacturers based their decisions were supplied by the *Consumer Purchase Panel* of the J. Walter Thompson Company. The Panel provides a "moving picture" of the buying and consuming habits of more than 5000 families across the country—from urban, suburban and rural areas—representing all income groups. *Want to know more about it?* Just write us.

J. WALTER THOMPSON COMPANY

420 LEXINGTON AVENUE, NEW YORK 17, N. Y.

Other U. S. offices in: CHICAGO, DETROIT, LOS ANGELES, LAKEWOOD, MIAMI, SAN FRANCISCO, SEATTLE, WASHINGTON, D. C.

Principal international offices in: ARGENTINA, AUSTRALIA, BELGIUM, BRAZIL, CANADA, ENGLAND, FRANCE, INDIA, MEXICO, SOUTH AFRICA.

For 22 years
Advertising
 by Van Sant, Dugdale
 has helped
Black + Decker
 remain the world's
 leading manufacturer
 of portable electric tools

Make your account our next success story!
 Write, wire, phone:

**VANSANT
 DUGDALE**

→ **BALTIMORE**

Advertising since 1912



76th IN RETAIL SALES
 among Sales Management's
 162 Metropolitan County Areas

If your radio campaign is based on the first 100 markets according to Retail Sales volume—then over 234,000 Quad-Citians are buying above your standard. WHBF has worked with mind, body and its facilities to assist in the progress and growth of the Quad-City area to a major market position.

Les Johnson, V.P. and Manager

Quad-Cities' favorite

WHBF

AM
 FM
 TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery Knodel, Inc.

the C & O has sold them direct. (The company also sells a tray of inlaid wood and a silent butler, each with Chessie looking purr-ful.)

But too many manufacturers, knowing the popularity of kittens and especially of a kitten named Chessie, have hammered at the railroad for permission to reproduce her on their products. By now there is quite a line of Chessie products: The American Division of Cohn-Hall-Marx Company is making children's clothes—T shirts, nightgowns, robes and slippers—all embellished with *that* cat.

Kids aren't the only Chessie fanciers: Already the railroad has granted permission to a tie manufacturer to market a line of Chessie ties. As Walter S. Jackson, the railroad's advertising manager says, "Chessie's highly developed sales appeal adds a plus."

Oil for the Hinges of the P.B.X. Door

You run into this gal occasionally. There should be more like her, standing at those invisible telephone doors where business greets its customers. No matter how long it has been since you called, she says, "Oh—Mr. Reeder! Where have you been?"

Such a girl has for a long time been on the switchboard of an investment house, and they pay her well for handling situations like this: A busy morning . . . Tom, a bond specialist, is being briefed from home by his wife. Among fifty calls comes one from New York, a voice she has not heard for months. "Oh, Mr. Bigg! Where have you been keeping yourself? Europe? I wondered. You want Mr. Smith—here he is." Friend Wife is neatly cut off, her ruffled plumage smoothed.

In Los Angeles the telephone company probably wishes that a girl of this kind, with a memory for voices and an ungossipy interest in people, could stand at the switchboard door of every business. Unattainable ideal—but meanwhile the telephone company sends its own gals around to oil the hinges of the P.B.X. doors.

These teachers train girls in the technicalities of the private switchboard, and in good telephone habits—prompt answering, with identification of the company, speaking clearly and close to the mouthpiece, keeping records of numbers, information. . . . Also they do as much as possible on telephone manners.

Through this P.B.X. door come your biggest customers, and the bigger they are the harder they fall for being remembered, greeted by name, being connected straight off with Tom or whomever they generally talk to.

Definitely, the switchboard girl is part of your sales force, and telephone people maintain that she needs their standard "voice with a smile," and give her a little coaching on:

Question mark upturn when she answers, "The Smith Corporation?" Like asking, "Is this the firm you are calling?" Expresses interest in the caller.

Practice in distinct speaking with sentences that grandly mix up the vowels and consonants—Sample: "You may know what you are saying, but others will not, unless you make it clear to them." Better if practiced before a mirror.

Speaking not too fast, too slow, too loud nor too low, but in a modulated voice that can have musical tones, can be like a radio announcer's . . .

If you feel that your P.B.X. girl is indirectly a saleswoman; and a hostess for your customers. . . . If you hire her for an elephant's memory, and an un-nosey back fence interest in people. . . .

If you ask the telephone company what it can do from there . . .

Well, in Los Angeles, anyway, they put her through a finishing school.

It's the only 3½-million man-woman package that screens readers for the BUY on their minds!

TIME was when you could quickly classify publications as "big circulation" or "selective."

But look at what has happened! Better Homes & Gardens has built a magazine that qualifies *both* ways. First, as one of the 3 biggest man-woman magazines—and second, as the *only* one that consistently screens readers for the kind of customers salespeople pray for!

BH&G does this by publishing only what appeals to a very selective (but very big) audience. *Not* sensation seekers, *not* fiction or newsphoto fans—but the buy-minded families who find nothing more fascinating than BH&G's cover-to-cover roundup of what to try—what to BUY—to get the most out of every phase of modern living!

When, husbands and wives together, these very special people pore over BH&G's ideas and suggestions—and advertisements—they're exploring their favorite market place with their trusted friend and buying counselor.

And they have the *means* to convert their discoveries into purchases!

So, naturally, it's a great big help when you show *your* wares to these 3½-million better-income BH&G families—screened for the BUY on their minds!



Serving a **SCREENED MARKET** of 3½ - Million Better Families

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

Who will be running the metalworking plants of 1960?

Of this we can be sure—in many cases the men running metalworking plants in 1960 will not be the same men who are running them today. A recent study of Erie, Pennsylvania, revealed that, in just 3 years, 56% of the companies had placed new men in one or more top positions. Imagine the high percentage of turnover by 1960!



These new men will be mighty important people—quite a bit more important than their predecessors of the 1950's. Why? Because they will be responsible for operating a metalworking industry perhaps half again as large as it is today... supplying an ever increasing demand generated by 18,000,000 more consumers in an economy which has expanded from a gross national product of \$321 billion to \$400 billion or more.



These new men will be very important people for still another reason—they will be making the buying decisions. They will be deciding whether your product or your competitor's is going to be used. Your success in selling to metalworking in the 1960's depends upon the extent to which these men are favorably impressed with your company and your products.

But how can you reach them—how can you get your story across—when you don't even know who they are?



The answer is easy—but time is short. The men who will head the metalworking industry ten years from now are, almost without exception, working their way forward in lesser positions in metalworking today. But more important than that—*essentially every one of them is an interested reader of several industrial publications.* Every study ever made among leaders of industry proves this.

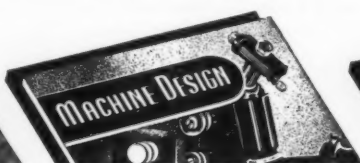
Your advertising to metalworking men today is insuring your share in the tremendously expanded markets of the 1960's. The position you hold then will reflect the effectiveness of the job your company did in 1952... and 1955... and 1958.



Penton publications have developed considerable marketing information which may help you in your long range planning. If you would like to study the progress of any segment of the metalworking industry or to analyze data bearing on future sales goals, we'll be glad to hear from you.

NBP

THE PENTON PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



COMMENT

Attention, Company Presidents, Personal:

We're finally beginning to recognize the need for executive training as a routine function of management. Just about every sizable company in the United States has found itself, during the past five years, with executive vacancies for which no qualified personnel were available.

There are at least two good reasons: The trend toward decentralization calls for greater numbers of men with executive and administrative ability. And our present tax structure has created an abnormally high casualty rate on established executive staffs because men have been breaking away to go into businesses where they can build an equity.

Speaking before the February marketing meeting of the American Management Association, William V. Machaver of Johnson & Johnson—a company in which executive training is already a well-developed program—defined three specific practical objectives for training in the management area:

1. Development of breadth of vision and imagination. "Today an executive cannot be a narrow specialist. The sales executive, for example, must know something about production, research, personnel, finance."

2. Provision of opportunity for keeping abreast of change. "Science and technique are dynamic. New problems arise, more quickly, and of a more complex nature than ever before. It is necessary for sales executives to be familiar with the changing problems, policies, and needs in the field of sales."

3. Enhancement of understanding of "people problems." "All business leaders can profit greatly from a knowledge of human relations. It is becoming increasingly important that executives understand the dynamics of industrial and social organization. It means, beyond that, an understanding of one's self, of what motivates people to act constructively and positively, and to develop teamwork within industry and cooperation between industry and the social and community groups without."

There are some ideas worthy of serious attention by boards of directors and executive committees in *every* line of business.

"Public Relations" Overworked?

Public relations, as a staff function, has become such an integral part of our corporate life that we now often hear this or that management action described as "good" or "bad" public relations.

What ends up in good or bad public relations are, fundamentally, good or bad management policies.

While public relations is a staff function and usually is an instru-

Canton, Ohio is a Key DETERGENT & SOAP Market

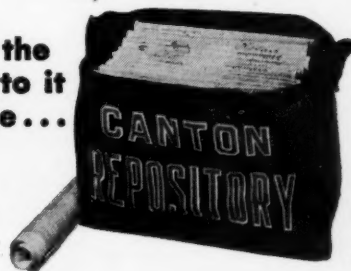


Canton Families use up to 38.7% more Detergents and Soap

Key Facts: Canton's water is 22 to 26 grains hard. Cleveland's is only 8 grains hard.

The 83,292 families in the Canton Metropolitan area use more soap, detergents, and cleansers than a comparable group of Cleveland families. Reach them through the Repository.

and the key to it is the...



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

Farm Journal

the most important
magazine in the
COUNTRY

- First in circulation where half the consumers of America live.
- First in the hearts of the people of Rural America.
- First in the minds of advertisers with products and ideas to sell . . . for the farm . . . for the home . . . for the family.

Farm Journal, Inc., Phila. 5, Pa.
Graham Patterson, Publisher

... basic buy for selling Rural America

Two Crops in 1000

ment of the company's top executive we don't share the idea that a public relations department in itself can create good public relations for a company. If a company's basic policies are not in tune with the public it is quite likely to suffer "bad" public relations, regardless of the energy or size of the public relations staff.

We doubt that a corporate action should be labeled, especially with pride, as "good" public relations. That implies that something has been put over on the public with fancy mumbo-jumbo. The action should be more accurately described. If it's a good sales policy call it a good sales policy. If it's an improved fiscal policy describe it as just that.

A company has many publics. Each of us is proficient in a skill. We bring our specialized knowledge to bear when we form opinions on this or that concern. If we know and respect people in a company's sales department we are apt to transfer our favorable opinion to the whole company. If a production man has heard unfavorable things about production he's quite likely to have a poor view, or an unenthusiastic one, of the company.

We don't know whether or not they realize it, but concerns which tub-thump about the glories of their executives, and clam up when it comes to sharing profit-making ideas, have a short-sighted management policy.

We often wonder why management executives overlook or underestimate the contributions they can make to public relations through the sharing of ideas.

Publication of ideas in the press which serves a company's channels of distribution accomplishes a two-fold objective. Selfishly, it helps to promote the company's products, and it helps to establish a company's leadership in its own field.

But that is only part of the job. Production management, for example, is in a competitive struggle for good engineers. Any one, upon taking a job with a new company, likes to feel that he's made the best choice, and that he's joined a "good" company. If he's seen evidence, in print, of a company's production policies, it is easier for him to appreciate what's good about that company. The same idea applies all along the line, whether a man is considering an offer to become executive vice-president, or stock room chief. Or salesman.

Isn't it right to assume that executives whose names are associated with sound ideas in sales, production, accountancy, or in operating the company's cafeteria, win friends for their companies? Call it good public relations, if you will, but first call it good business management.

Mrs. Morgan's Clam Chowder

Sometimes we become so preoccupied with the enormous success of the General Motors, the General Foods, and the U. S. Steels that we forget that the Mrs. Morgans with their clam chowders have the inspiration and the courage to enter—and prosper—in our competitive swim.

As long as we live we doubt that we'll forget the memory of Mrs. William Fellowes Morgan, Jr., as we met in our reception room, she bearing a container of Beaver Brand Clam Chowder in one hand and a press release in the other. In New York, where so often so much attention is paid to the "angle," it is startling to find one offering an uncomplicated story. For the effect that Mrs. Morgan has had on New York's tough food market turn to page 98 for "Something More than Clams in Mrs. Morgan's Chowder."

Here's how retail sales move through the world's biggest, busiest market

Putting a sales yardstick against New York, the world's biggest, busiest market probably is the toughest job in market analysis.

This area accounts for **14 billion dollars in retail sales** . . . more than double those of Chicago, over three times those of Los Angeles.

Now, for the first time, the story is told of how those 14 billion dollars pass over the counters of 194,099 retail stores.

Based on special tabulations and analyses from the 1948 Census of Business, this new study published by The New York Times shows:

- 1—Number and kind of outlets carrying each commodity;
- 2—Dollar sales of each commodity by type of store;
- 3—Percentage of total sales made through each type of retail store;
- 4—Percentage of total U.S. sales made in the New York metropolitan area.

This new Times booklet shows the volume of business of 80 different kinds of products, number of stores selling that kind of merchandise, volume of business done in each store classification.

For your copy, write on company letterhead to Research Department, The New York Times, Times Square, New York 36.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

This is a story

*-how it was made
and who made it!*



Here's what happened:

In 1951, PUCK, the Comic Weekly and McKesson & Robbins joined forces . . . to launch the most ambitious drug promotion in the history of the industry.

Their plan: To make the drug store America's Christmas Gift Headquarters—to move mountains of Christmas merchandise through drug outlets.

Their method: An 8-page, full-color Christmas Gift Section in PUCK, the Comic Weekly and other Sunday comic sections. Reprints of the PUCK Gift Section for retailer use. Tie-in displays featuring (for the first time) the famous comic characters of PUCK.

The nation's top manufacturers put their products into this big promotion.

Here's the result:

The smoke is still clearing from this spectacular promotion. And the first big fact seen by McKesson & Robbins was:

Compared with last year, McKesson & Robbins doubled their Christmas volume.

Ten thousand retail druggists participated.

But the real pay-off question is: *How were the retail sales?*

SIGNIFICANT TRENDS

As seen by an editor of Sales Management for the fortnight ending March 1, 1952

DEATH, TAXES—AND WHAT ELSE?

Before the February meeting of the American Management Association, Bernard Kilgore, president of *The Wall Street Journal*, talked about "Business Tomorrow—A Long Range Look at Its Prospects and Problems." In analyzing what he saw as long-term trends, Mr. Kilgore stressed at some length (and we believe in good cause) one trend we can count on with certainty: the trend toward obsolescence. He was referring both to obsolescence of *materials* and *business techniques*. The burden of his argument was that we should deliberately plan to learn to live with obsolescence.

What he had to say reminded us of Charles Kettering's simple definition of research. It goes something like this: "Research is the means by which you find out what you can do when you no longer can do what you're doing today." Research, in other words, is simply an organized way of recognizing obsolescence as one of the continuing conditions to be dealt with if any business is to persist and expand.

In research on product and materials, business is doing very well indeed. It's in the area of research on techniques—especially in market analysis and sales methods—that we're falling behind.

A GOOD YEAR FOR ADVERTISING

"If an advertising man tried to dream up the best of all possible worlds for himself, he could hardly improve on what he has right here and now."

So says *Business Week* in its annual review of advertising published in the February 16 issue. These are the underlying conditions from which this conclusion is drawn: Plenty of goods, plenty of money, but some measurable sales resistance on the part of a public that's in no mood to throw money around. Plus plenty of competition, both among companies in the same industry, and between different industries that are competing for the same consumer dollar.

The only logical answer to both the condition of sales resistance and the competitive struggle seems to be promotion. Our preferred definition of a market is "people with money to spend *who are willing to spend it*." Good advertising and sound merchandising are what take care of the words in italics.

THE REAR VIEW IS GOOD, TOO

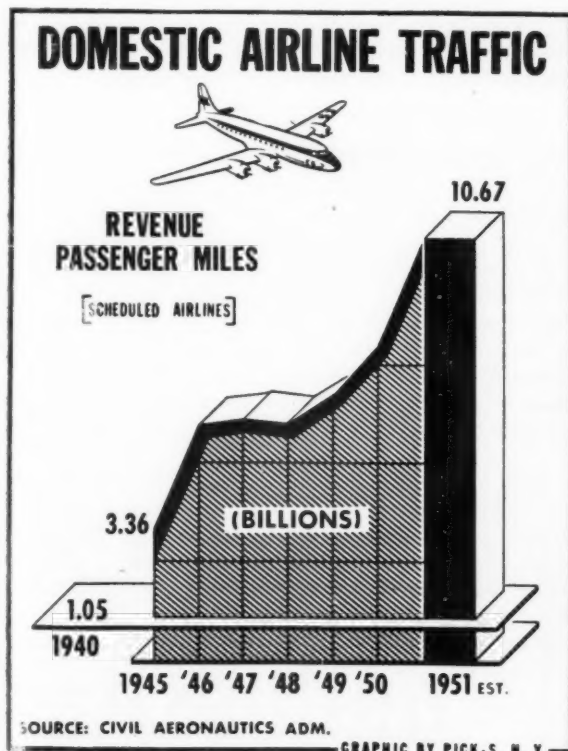
Magazine Advertising Bureau has released figures which show 1951 to have been by long odds the biggest year in magazine advertising history. The 94 general and national farm magazines analyzed by Publishers Information Bureau billed slightly over 511 million dollars, an increase of 12% over 1950. The 100 magazine leaders of 1951 accounted for 40% of the total magazine advertising revenue (42% the previous year).

The ten top advertisers were: General Motors Corp.; General Electric Co.; The Procter & Gamble Co.; General Foods Corp.; Seagram-Distillers Corp.; Chrysler Corp.; Colgate-Palmolive-Peet Co.; National Dairy Products Corp.; National Distillers Products Corp.; and Schenley Industries, Inc. As a group they spent \$61,525,460 in magazines—an increase of \$4,230,990 over 1950.

Eleven new companies appear in the "first 100" for 1951. They include American Cyanamid Co.; Atlantis Sales Corp.; Canada Dry Ginger Ale, Inc.; Fels & Co.; General Aniline & Film Corp.; H. J. Heinz Co.; The Parker Pen Co.; Pittsburgh Plate Glass Co.; Publicker Industries, Inc.; Renfield Importers, Ltd. and Willys-Overland Motors, Inc.

ADVERTISING AS A SALES TOOL

If any of the experts could be persuaded to make up a list of say, the twelve most critical weaknesses in sales management, we'd be almost sure to find on that list, "Failure to do even a reasonably good job of merchandising advertising to the sales force and to the trade."



Consequently we always greet with cheers any positive action taken by an advertiser to correct this weakness. Sample: Prudential Insurance Co., Toronto, has just sent us a copy of a booklet called, "Your 1952 Advertising Program." It's for all the men who sell Prudential insurance. It boils down, in simple charts, what the salesmen themselves told the company about the helpfulness of advertising in closing sales, and what the public had to say about Prudential advertising through a consumer research project. The net of the findings, in specific figures and facts: current Prudential advertising is convincing, high in attention value, helpful in preparing the prospect for the salesman's call.

The booklet winds up—as it should—with seven suggestions to the agents about ways they can use the advertising to improve their sales performance. Bravo!

WATCH THOSE FIELD EXPENSES

Now that the new tax schedules have shrunk our dollars even further, there's already some indication that business is likely to become lax again—as it did during World War II—about expense control. If costs of branch operation, costs of supplies, costs of maintaining salesmen in the field, leap 25% over night, so what? It might pull the tax take into a lower bracket. In days like these, it's easy to justify an indifferent attitude toward expense audit.

The fly in the cream jug is this: the free-and-easy spending habits thus developed among management men and salesmen alike are *too hard to correct* when we return to more normal operation. Many and many a company had a king-size hangover from management's lax attitude toward expense out-go during the war-time inflation of the early forties. We hope the memory of

those troubles is still green. If it is, we'll be in less danger of a repeat performance.

A NOTE FROM PHOEBE

On a number of previous occasions we've had occasion to comment, in this department, on the low state of public relations in the railroad industry. We feel a little better this week. One of our staff editors, a New Jersey commuter, brought in a leaflet to her on a Lackawanna train.

This is what it said:

To Our Patrons:

"Last Friday, Train No. 221, which departed Hoboken at 5:15 P.M. was delayed 19 minutes at Harrison station, blocking the movements of following trains on both main tracks which are used for westbound rush hour service. As a result, 20 other commuting trains were 5 to 20 minutes late at destination.

"This was caused by a main fuse blowing on the electric line leading to the dynamotor on one of the motor cars in Train 221. When the source of trouble was located, it was necessary to shut off power on this car before proceeding. It was apparently caused by the pantograph on car 2530 being struck by a stone, cracking two large porcelain insulators which finally broke, permitting a momentary current overload.

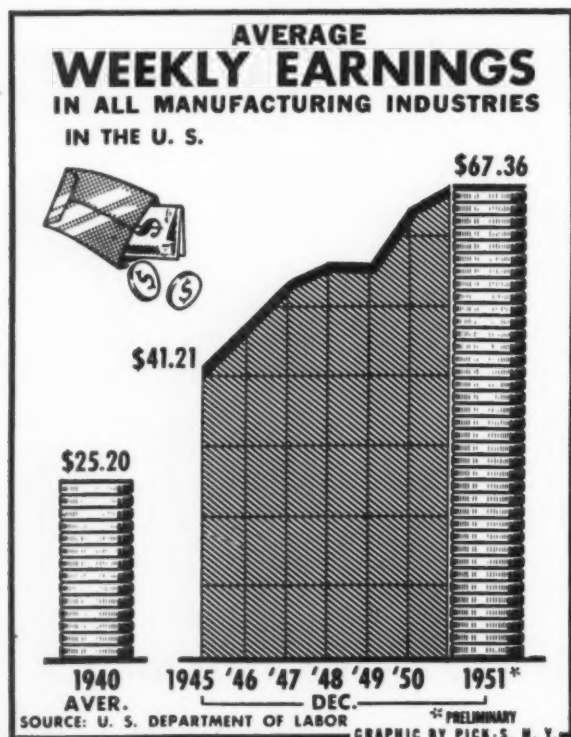
"We regret exceedingly the inconvenience you suffered. We have intensified our policing of the territory near Bergen Tunnel, as it appears probable that the stone was dropped by children in this vicinity."

The moral, if there is one, is that some of the most effective public relations gestures are simple little ideas which create huge amounts of good will because they demonstrate understanding on the part of a "soulless" corporation, that customers are human beings.

IT'S A REAL TREND

We spotted it months ago, have been reporting on it periodically ever since. It's the trend toward the development of campaigns (especially in the food and beverage fields) in which, say, a trade association and one or two different manufacturers get together to run an intensive promotion on some palatable dish which embodies the products they sponsor, or some food-combination that is particularly pleasing. Another one breaks this month, only this time it's a three-way tie-up between associations.

Its aim: to induce housewives to "Serve a Winner Dinner." The dish featured is a combination of green beans, tuna fish, and macaroni. ("Make it in 19 minutes for only 19c a serving.") The collaborators: National Macaroni Institute, Associated Blue Lake Green Bean Canners, California Tuna Industry and Tuna Brand Association.



A. R. HAHN
Managing Editor

SALES MANAGEMENT

WHEN Distributors BACK YOUR SALESMEN



for each distributor...

you have added an average of **5 extra Salesmen**

Successful sales coverage of a territory is in ratio to the number of men covering the area. With only eight hours in a working day and a limit to the number of personal calls, the more manpower you have the more possibility for greater sales volume.

For every distributorship your men open . . . an average of five trained salesmen are available to help you.

Distributors now account for four and one quarter billion dollars — \$4,250,000,000 — in sales volume each year and the sales curve is still going up. They are an essential part of steady growth and firm, dependable business.

Now is the time to give serious consideration to thorough sales coverage of your market by building a strong distributor sales force as part of your organization.

Industrial Distribution

MARCH 1, 1952

a McGraw-Hill Publication

330 West 42nd Street, New York 18, New York

The only magazine published primarily for distributors and their salesmen.





NOBODY CAN ARGUE with Vice-President Parfitt when he opens his statistical bible and refers to the cold, hard facts that are the bases of all his management decisions. "We know," he says with conviction, "what it costs us every time one of our salesmen knocks on a door."

Water-Tight Management Control Cuts Sales Costs for Thatcher

This aggressive bottle manufacturer has quadrupled volume since 1940. At the same time average production per salesman has almost tripled. The major reason: detailed analysis of current figures helps management to see all and know all about markets, production, performance.

BY D. R. PARFITT

**Vice-President in Charge of Sales
Thatcher Glass Mfg. Co., Inc.**

A management control plan based on the use of sales data and other statistics deserves much of the credit for the quadrupled sales volume attained in the past 10 years by Thatcher Glass Mfg. Co., Elmira, N.Y.

The plan is also responsible for bringing down our company's ratio of expense to sales, as indicated by these comparative figures: In 1940, 23 Thatcher salesmen sold \$6,000,000 worth of milk bottles. In 1951, 32 men sold slightly more than \$23,000,000 worth of glass containers.

It is true that our company has

diversified and expanded its operations in the last decade, and now makes not only milk bottles but various other types of glass containers, including bottles for beer and other beverages, as well as containers for food packaging. But the smooth integration of our new operations and their relatively quick translation into increased profits grew largely out of our management control system.

At any given time, the top executives of this firm know exactly where we stand in production and in sales volume, in relation to past perform-

ance and in relation to the glass container industry as a whole. We also have at our fingertips complete sales records for each branch and each individual salesman, not only in cumulative sales for the current year, but the cost of getting the business—down to the average cost per call. We know what it costs us every time one of our salesmen knocks on a door.

Though our company maintains continuing and detailed records of every branch of its operations, this article will deal chiefly with sales statistics—how they are obtained, and how they are interpreted and used.

To move the output of its three factories, Thatcher has a staff of 32 men, including managers, in seven branches. All work in close co-ordination with our main sales office here at Elmira, with frequent communication on the telephone and teletype.

All salesmen send in daily reports and the branch managers send in weekly reports. My office has a pretty clear picture of what's going on in the field from day to day, and this information is passed on to the firm's president, Franklin B. Pollock, and is shared with the various division heads.

The salesmen send in daily reports

of their calls, using the simple form shown on page 26 for each town or city covered in a particular day. Calls for different divisions (Milk Containers, Beer and Beverage Containers, General Line Containers) are reported on separate forms. If, for example, Salesman Jones (fictitious name) made three calls in York, Pa., for the Milk Division, and two more that same day in Harrisburg, also for the Milk Division, the first three would be reported on one form, and the next two on a different one. If he made a call for the Beer and Beverage Container Division in one of those cities, that would be reported on still a different form.

Upon their receipt at Elmira, the reports are immediately analyzed by my secretary, and then passed on to divisional sales managers who analyze the information, follow up any promises for future placement of orders, and communicate with the men when this seems desirable.

Follow-up Technique

Here's an instance of the value of keeping divisional heads up-to-date on the activities of individual salesmen. The sales manager of the Beer and Beverage Division received a daily report from Salesman Blank explaining that the ABC Beverage Co. located in Ohio was taking on a new beverage franchise. The prospect needed sample containers and certain information from us. The manager immediately had the samples sent out with a supporting letter from his desk, and a copy was sent to the salesman. We got the business. This kind of procedure goes on practically every day.

The reports are filed geographically so that, at any time, we can call for the reports for, say, York, Pa., or Jacksonville, Fla., and get a clear picture of sales for all divisions in that area.

Another type of report is the one sent weekly from each branch manager, giving a resumé of activities in his territory. These are also seen by the president, and copies are made for the divisional sales managers.

To process the information contained in sales reports (and many other types of information) we maintain a Sales Statistical Department comprised of a manager and four clerks. They check all of the billing rendered to our customers, and keep a complete record of cumulative shipments against orders. We use a Rolodex system, with information compiled on cards. The department pre-

pares reports showing the amount of business done in each territory. It also keeps a complete record of the expense of each salesman, and the relation between his sales volume and expense. From the data compiled daily, the department supplies management with some 30 different detailed monthly reports which all tie in with a master statistical control. An innovation in our company six years ago, the Statistical Department has become indispensable to us for our planning.

At the end of the month all of the information is compiled and analyzed by the Statistical Department in tabulations, to show each branch's sales and expense figures for the past month and its cumulative total of sales and expenses to date for the year. The percentage of expense to sales is also shown. The branch's position in relation to other branches, both in sales and expenses, is also shown.

In practice, this works out so that we can see at a glance that a certain branch has brought in, say, 7.3% of the firm's total sales volume thus far this year, and has accounted for 10% of its total sales expense. Another branch may have chalked up 19.5% of total sales, yet be responsible for only 18% of the company's sales expense. Watching these discrepancies helps us to keep waste down and profits up.

What Salesman Gets

The sales record for each salesman is compiled and analyzed at the end of the month: his total for the month, his cumulative total thus far for the year; his percentage of expense in relation to sales: number of calls he has made throughout the year, and the average cost of each; and, finally, his relative standing, based on volume, in relation to all other salesmen. The salesman receives a copy of the analysis of his own sales picture.

Compiling such detailed figures requires time and effort. Is the investment worth-while? We believe it is not only helpful, but essential. Thatcher's sales could not have expanded as they have unless the entire sales and production organizations worked hand in hand at all times. We know exactly what it costs us to make a call in any given territory and these facts are continuously brought to the attention of our men. Our detailed knowledge of what's going on in all territories permits fair, individual sales supervision.

The branch manager, who is in

close touch with his salesmen, knows exactly where each one stands. He can tell him of his mistakes and pat him on the back for his successes. He does not need to use generalities, such as "Your volume is down . . . better bring it up." He can, instead, go over a man's record with him, somewhat along these lines:

"Your volume for these past nine months is good, \$427,816, and your expenses relatively low, \$6,904—making your ratio of expenses to sales only 1.61%. You are eighth in rank among all salesmen as a producer. But your cost per call is high, \$9.92. You made only 696 calls up to now, this year. If you could make a few more, you would bring in more business."

The salesman might agree that he should make more calls, and promise to do so. Or, he might remind his branch manager that he has a high proportion of big customers who require a great deal of servicing; that he must often see four or five persons during one visit to an establishment. He might explain that he has on several occasions recently been asked to go into a customer's factory or warehouse to check on inventory, before reporting back to the purchasing agent to get an order.

Here is the case history of another salesman whose sales for the first nine months of 1951 came to \$187,779, against sales expense of \$8,715. (In the same period for the previous year his sales were \$286,000, with a sales expense of \$8,183.) He had dropped from 14th position to 24th. He had made plenty of calls (1,085) but his cost per call was high, \$8.03.

New Business Pattern

In a 15-minute talk with this man, going over his record, we explained to him that the pattern of wanted business in his territory had been changed under company policy, which, of course, was not his fault. He was directed to apply his time in a direction which would be of more interest to the company under changing market conditions. His territory was expanded and because of the statistical facts presented to him, he went back into the territory with renewed confidence and is now doing an excellent job.

In another instance, a young salesman in a given territory had in 1950 produced \$120,000 worth of business with a sales expense of \$7,229. A rearrangement of his territory giving him additional responsibilities shows that in the first nine months of 1951

SALESMAN'S DAILY REPORT				No. 10
Name <i>John Doe Dairy</i>		Year <i>1951</i> Month <i>Dec</i> Day <i>22</i>		
Address <i>58 State St.</i>		Vehicle Make <i>Ford</i> Model <i>Mustang</i> Year <i>50</i>		
Driver <i>James Brown</i>		When in Market <i>10:30</i>		
Remarks <i>Satisfied with last order - Expects to change</i>		Sales Order		
Notes <i>over to T. Squares - See last order - design</i>		Sales Order		
Address		Vehicle Make		
Driver		When in Market		
Remarks		Sales Order		
Notes		Sales Order		
Address		Vehicle Make		

BASIC TO ALL SALES CONTROL at Thatcher is this simple salesman's report form. The company line is divided into Milk Containers, Beer and Beverage Containers, and General Line Containers. Call reports on each type of prospect are filed separately, although the same basic form is used for all prospects. These reports are used as the basis for sound supervision of the work of the field men.

he has produced \$136,854 worth of business at a cost of \$5,693.

Branch managers, too, benefit through study of the over-all records for the territories under their charge. Here's an actual case history for what we will call Territory B. In 1949, the branch with four men and a manager sold a total of \$1,081,935 worth of merchandise. Going over the records with the manager, we showed him where a rearrangement of territories would permit dropping one man, yet result in better coverage. The manager agreed, and the plan was carried out, to such good effect that in 1950, with one salesman less, business totaled \$1,405,000; and in the first nine months of 1951 sales came to \$1,279,000.

Specific Figures Best

A conference with an individual branch manager is more meaningful when the detailed sales analysis of the branch is spread out before us. Going down the line, the manager can explain, justify and otherwise comment as each one of his men is under discussion. A hypothetical summary might be along these lines:

"Yes, Brown's cost per call is a bit high. . . . I must take that up with him again. For Jones, a cost per call of \$4.81 is about right. Yes, Barnes' volume dropped way down last month, but he's in the catsup area and he had those big orders earlier in the season; it's natural for things to quiet down in his territory for a while. . . . Smith's cost per call is high, but you'll notice his ratio of expense to sales is low; he sells a couple of chains and has to put in a lot of time on those calls. Johnson's cost per call has shot up, but so has

his productivity—he's done a third more business than in the same period a year ago."

Detailed sales records are useful when salaries are reviewed, as they are in our organization twice a year. We have considered the commission method of payment, but have come to believe that salaries kept in line with performance, through semi-annual reviews, are better suited to our way of operating. As stated above, expenses in relation to the volume of business written are also watched.

Leased Autos

With a force of 32 men selling nationally, to several different markets—dairies, packers, bottlers, etc.—travel is a major cost item. Before 1944, our company owned the cars in which the salesmen traveled and paid their operating expenses. In 1944, we changed to a system of having the men own their cars, with expenses paid on a mileage basis. Under this system, a man would send in the speedometer reading each week, with that of the previous week's reading, and the company would allow him 7c a mile for the first 5,000 miles covered during a given year, 6c a mile for the next 10,000, and 5c a mile thereafter. Even though we could prove the fairness of this plan, with pencil and paper, the men didn't like it. So in April of 1951 we changed to the Fleet Lease Corp. (Athens, Ohio) system, under which we pay a flat sum of \$70 a month for the rental of each car, and we buy the gasoline.

Thatcher is covered with public liability insurance, but the Fleet Lease Corp. has its own insurance to cover damage to the cars.

Under this plan, the salesman has a new car each year, and is allowed four new tires in addition to those with which he starts out. The cars provided are Fords, Plymouths, Chevrolets, but by paying an additional sum out of his own pocket each month, a salesman can have the use of a Lincoln or a Cadillac—and several do this. The men like this system of leasing cars, and we expect it to cost us less than the former plan of having them own their cars.

Each salesman on our force sends in a weekly expense report in a pocket-size book developed for the purpose. It has blanks for setting down figures for each day's lodging, three meals, transportation (all forms), telephone and telegrams. Opposite the page for reporting on these expenses is one with blanks for automobile expense data—names of towns covered, garage, gasoline, oil, repairs, sundries. Each day's expenses are summarized and the total written at the foot of the page. At the back of the book are two pages with blanks for summarizing the week's totals. These books first come to my desk, and we approve them and pass them through for payment. Eventually they reach the Statistical Department for further analysis, both on car travel expense and other items. The accumulated figures are reviewed and comparisons are made between branches. If, for example, one branch should be seen to spend considerably more for telephone and telegrams—in proportion to the business which is obtained—than any of the other branches, the manager would be asked to explain this deviation from the norm.

Heads off "Unexpected"

As explained earlier, our Statistical Department keeps a variety of records. There are, for example, records for individual customers. These are of particular interest to the division heads. For example, if a distiller customer failed to buy whiskey bottles in the normal purchasing season this would be spotted immediately by the manager of the General Line Division. (The chances are that he would have known about this previously, since the salesman would undoubtedly have been in touch with him about the situation for some time.)

Here are four of the 30 index headings on which tabulated statistics are kept in a bound volume by our managerial heads: Number of Gross Shipped—By Factories—By Lines; Shipments and Production—Percent Thatcher to Industry; Milk Bottle

Shipments—Gross Shipped—Jobber
—Direct; Industry Shipments—Pro-
duction—Inventory—Number of
Gross.

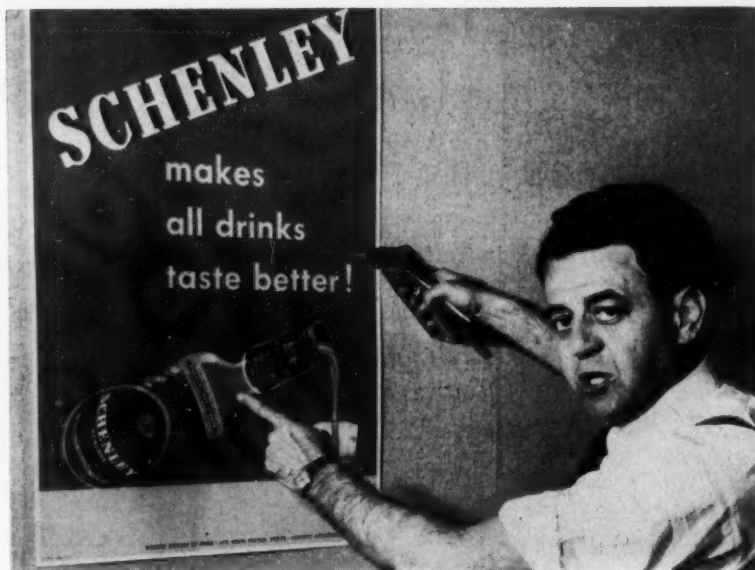
The sales executives receive daily reports on production records of what was actually turned out the previous day, and the comparison of production vs. shipments. We keep up-to-date on inventory. In addition, we receive bi-monthly inventory records from the factories, showing exactly what is on hand by mold number and description, and such inventory records are passed on to branch managers as well as to divisional sales managers. All of us have schedules of what is being made in the factories—when the job starts, how long it will run, and when shipment can be made, and the next job scheduled. Sales heads are aware of the need for orders for a particular type of product in order to keep production going. In other words, Sales Administration and Production work hand in hand.

Changed Market

Thatcher has expanded, and is expanding, on a considerable scale, with a minimum of growing pains. Our growth has been healthy, largely because of the common goal of the production and sales departments, which work closely together. The character of our business has changed in recent years. Milk bottles, which formerly made up the firm's total production, now account for only about one-quarter of the total production.

We recently acquired McKee Glass Co., in Jeannette, Pa., which derives about two-thirds of its income from the sale of glass fronts for electric washing machines, bowls for food mixers and glass parts for other industrial products. The other one-third is obtained chiefly from the sale of "Glasbake" ovenware, tableware and other household items. Plans are already underway for integrating the sales of these new lines into the sales program which now exists.

Co-ordinated, close management control, based on statistical data, does not come about by accident. Gathering, analyzing and interpreting the necessary statistics runs into money. In the opinion of Thatcher's management, the investment pays multiple dividends. We should not like to try to function in my job without having on my desk that bound volume of tabulated statistics which shows where we have been and where we are going.



TACK IT UP! Schenley's National Merchandising Manager Lawrence Laupheimer demonstrates a basic sales function at the company's Cincinnati "School for Salesmen." The next step should be: mark display pieces with price, where legal.



GIANT BOTTLES: They're a key factor in achieving point-of-purchase display space for Schenley. "Too many salesmen," declares Laupheimer, "believe retailers are doing them a favor by allowing them to set up displays in windows, counters."

How to Win P-O-P Displays

Schenley Distributors, Inc., New York, is investing \$800 per man in school costs, trainees' salaries, travel and housing expenses to educate each new salesman, according to J. E. Farr, vice-president and general sales manager.

"We have found that a straight-from-the-shoulder presentation on advertising, merchandising and sales promotion helps to give the men a better understanding of what is being done to make their job easier," declares Mr. Farr. "Since we have about \$10,000 per year in salary expenses and employee benefits invested in each salesman, it is only sensible to make certain that each man is thoroughly acquainted with our aims."

They're in the News

ACROSS THE RIVER . . . and into Cambridge, went Compo Shoe Machinery Corp. Compo was looking for a man—a special man—to replace its ailing president, Paul Mason. He had to be a man “capable of playing a leading part in the formulation and execution of comprehensive plans for the expansion of Compo’s business here and abroad, both in existing lines and with respect to new products and processes.” They found him only a few miles from Compo. His name: Charles W. O’Conor—a man who had just the diverse experience which Compo demanded. He was working for a rival company, International Shoe Machinery, as v-p and general sales manager. And he’d started with International in the financial end. Two years later he became v-p in charge of sales, services and operations. When the company grew, the multi-sided job became too much for one man: O’Conor got himself a new title—v-p and general sales manager. . . . A graduate of both Harvard and its Graduate School, O’Conor had a varied experience as a business executive before the war caught him. He went to International after his Navy discharge. . . . A good man with a gun, he likes deer hunting, says it’s his hobby and his relaxation.



HYMN OF PRAISE . . . Ever since James L. Knipe left Olney, Ill., for Yale he’s been singing the praises of the Midwest. But it wasn’t until this month that he got back home. He’s resigned a vice-presidency and the general sales managership of Union Bag and Paper Co. to go to Ball Brothers Co., Muncie, Ind., in the identical capacity. Jim Knipe is a man with a flair for organization, a gift for getting along with people. His work with Union—for whom he’ll continue as a director—gave him the opportunity to put his organizational talents to work: He was one of the organizers of Citrus Containers Institute, a director of such national associations as Fourdrinier Kraft Institute, Fibre Box and National Paper Board Associations. During the recent war he spent five years in the Navy, represented Sec. Forrester on price control matters and fiscal and financial aspects of military government in D.C., Sicily and Hawaii. . . . He’s co-author of “The Guaranteed Annual Wage,” won his Doctorate from Yale in ’40. A keen racquet man, he organized and was first president of Connecticut Badminton Association. Married a Belgian girl and brags that his birthplace was pinpointed as the center of population.



ALL OVER . . . that's where Gerald Amerman has been. In 1944 he joined Cluett, Peabody, Inc. They made him assistant production control manager and set him down in Troy. Recently, eight years after he took his first job with the company, he was elected vice-president in charge of sales. But between Troy and now there has been no grass growing under Mr. A's feet. Cluett, Peabody obviously had the idea that travel would broaden the gentleman. For he was sent from Troy to Georgia, as assistant plant manager. Then he moved up the ladder to become assistant general works manager of all plants in the U. S. Just about the time he got the hang of *that* the company shot him up to Canada, made him v-p and managing director of the Canadian subsidiary, Cluett, Peabody & Co., of Canada, Ltd. He got along fine with the Canadians and the company made him president of its North-of-the-border operations. But did it last? Oh, no. . . . He's back in the states now, in his new job, and things look hopeful that he'll be around New York long enough to speak the language of the natives. Says his hobbies are fishing, music and golf. He can carry the necessities for each with him!



GUY GILLETTE

BY HARRY WOODWARD



. . . AND A 900-FOOT TOWER . . . Don't ever bet Craig Lawrence he can't do something. The indefatigable Mr. L., who's the new general manager of WCBS-TV, has worked for ore freighters, been a copy writer, handled wholesale dry goods accounts in places as widely separated as Los Angeles and Boston, and handled labor relations work. But he's proudest of overseeing the building of WNAX's 927-foot tower! For 19 years Lawrence has been with the Cowles Broadcasting Co. He's held executive positions with Cowles in Des Moines, Waterloo, Yankton and Jersey City, selling time, managing stations, doing promotion, doubling in brass. When he left to go with CBS he was a v-p of Cowles Broadcasting, an executive v-p of its subsidiary companies, Atlantic and Massachusetts Broadcasting Companies. Born in Oshkosh, he finished high school in Escanaba, Mich., then worked on the ore boats to make college money. He studied at Iowa State winters, went back to the boats summers. The year he left college he fell for a pretty Louisiana girl, married her. He's dragged her over the country too often to count, says she doesn't look tired—yet.



NERVE CENTER FOR SALES: Progress of a proposal, which may take months to close, is plotted step-by-step on this Mail Inquiry and Mail Quotation Register. Alfred P. Knapp, president (left), and J. E. English, vice-president in charge of sales, regularly check this book. It's just one part of the . . .

*Based on an interview
by Harry Kursh with
ALFRED P. KNAPP
President, Knapp Mills, Inc.*

3-Way Cure for an Industry Suffering from Lead in its Feet

Competitive materials were taking great chunks out of lead's historic industrial markets. Here's how one fabricator put sales into research, began aggressive promotion, painstaking follow-through. Results: Millions in new sales.

"There were inherent weaknesses in the product. It was human and natural to alibi them away. But businessmen don't buy alibis and excuses." Alfred P. Knapp was recalling the year 1946, when the business of selling lead-made products to the more than \$60 billion chemical and processing industries was a perpetual headache.

Yet it was a year in which these industries were preparing to spend close to \$3 billion for new plants and equipment. Why the headache? Let's take a brief look at a typical example.

A chemical manufacturer uses coils of lead pipe to heat a solution containing sulphuric acid. The coils

are made of lead because no other low-price metal stands up as well against the corrosive attack of acids.

But out of chemical industry advances and the war-born battle for production had come important changes and developments in manufacturing methods: the processing of raw materials under high pressure, using intense heats or extremely low temperatures, with shock and vibration greater than ever before.

The chemical manufacturer must solve new problems. But he learns that his lead coils are handicapped. They can't stand high pressures, which cause fatigue and loss of shape and efficiency.

Result? He sends his engineers searching for substitutes, such as high silicon iron, ceramics, stainless steels, nickel alloys, rubber-lined, brick-lined and glass-lined equipment. The list of competitors for the salesman of lead-made products grows.

From all outward appearances, then, the year 1946 was certainly not an auspicious one in which to start another lead products venture in competition with long-established industrial giants. Nevertheless that's just what Knapp did.

But Knapp went into business with the idea of using, almost exclusively, a relatively old but little-used technical development known as lead cladding. It's a process of inseparably bonding lead to other base metals, such as copper and steel. For example, instead of using solid lead coils the chemical manufacturer could use a product in which lead is clad to copper, thus combining the vital anti-corrosive properties of lead with the strength and heat transfer qualities of copper.

"Lead cladding," says Knapp, "was the lead industry's own answer for those who were discarding lead products in favor of substitutes. But it had been kept in the industry's back pocket. I felt it was high time we took it out of that back pocket, to show how it solved production problems and, by so doing, keep on selling lead."

After a careful analysis of his situation, Knapp decided on three major steps:

1. An opening barrage of direct mail literature designed to (a) give a complete and frank technical outline of certain lead-product weaknesses, (b) show in just which spheres of these weaknesses the lead industry itself had answers without resorting to substitutes, and (c) avoid boasting about the company, but make the copy serve such a helpful, informative function that it would be kept on file and referred to frequently by most anyone concerned with lead-product equipment design.

2. Preparations to handle all personal, telephone and mail inquiries through a rigid record-keeping system, so that anyone concerned with making sales for Knapp could consult the records and tell at a glance just what had happened with each prospect.

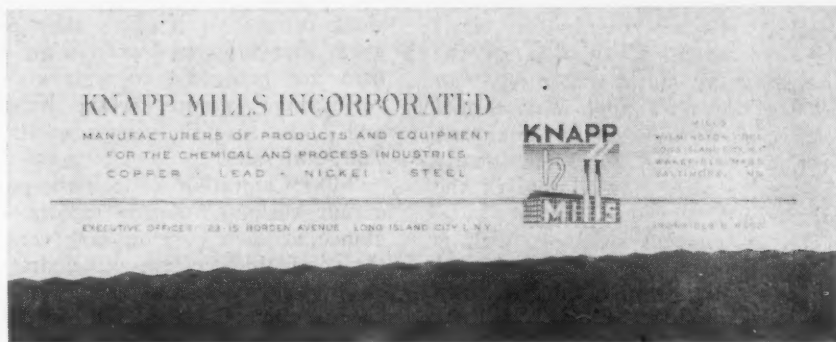
3. A method of strengthening and supplementing sales through the inquiry record system by assigning the follow-up to the person, whether a salesman or not, in the plant whose knowledge, background and personality appear to best fit that of the prospect.

Sales Force Tripled

Results speak for themselves. Starting out with a Long Island City, N. Y., pilot plant, 50 employees made up his Knapp Mills, Inc., and an equipment construction subsidiary, Andrews-Knapp Construction Co., Inc. In less than six years, the plant in Long Island City became a museum piece compared with his three-acre plant in Wilmington, Del.

His regular technical sales staff has been tripled, and more than 300 employees are engaged in production and construction. In 1946, combined business for lead cladding in the entire lead industry reached a modest total of several million dollars. Today, Knapp exceeds this volume individually and is the biggest producer in the field.

From the beginning, Knapp felt that inquiries resulting from the firm's steady flow of direct mail literature would be the nucleus of its sales



Each quotation letter going out on Knapp's letterhead, whether from president or sales engineer, must contain information on these 13 points:

- | | |
|-------------------------------------------------------------------------------------------------------|-----------------------------|
| 1. Date | 7. Proposal |
| 2. Your inquiry number | 8. F.O.B. point |
| 3. Our inquiry number | 9. Freight data and routing |
| 4. Our quotation number | 10. Terms of payment |
| 5. Commodity | 11. Delivery information |
| 6. Conditions (accompanied by statement that general terms are printed on the back of the letterhead) | 12. Packing charges |
| | 13. Special comments |

9-Point Check List for Sales:

1. Maintain detailed records of each inquiry and quotation, closely supervised by top executives.
2. Provide a 13-step mail quotation check list as a guide for each letter writer, whether he be president or sales engineer.
3. Stage a series of "Knapp Expositions," educational meetings at Knapp Mills, Wilmington, Del., attended by engineers and technicians interested in applications and problems of the product.
4. Set up a barrage of technical direct mail literature.
5. Encourage salesmen to retain their individualism.
6. Assign the prospect to anyone in the company whose personality, experience and background can be used effectively to find common ground with the prospect.
7. Require all salesmen and field construction personnel to respect the ability and good intentions of a customer's product inspectors.
8. Arrange joint discussions with the prospect's purchasing and engineering departments to increase the likelihood of closing the sale.
9. Include salesmen in research on new products from the very inception of ideas.

results. His most optimistic views were exceeded. Evaluation of the records today shows that *more than 50% of Knapp's final sales started with a mail inquiry*. On the basis of this experience, Knapp personally designed a sales control tool in the form of a Quotation Book.

The Quotation Book—which is made up on 14 x 17 column-ruled pages—is divided in two halves: a Mail Inquiry Register in the first half, and a Mail Quotation Register in the second half.

The Mail Inquiry Register records the complete history of an inquiry up until the date an actual price quotation is made. The Mail Quotation Register picks up from there and tells a complete story of what happens to each actual quotation.

Column by column, here's what happens to an inquiry:

Mail Inquiry Register: Each mail inquiry is immediately given a number. This goes into the first column. Column 2, name and address of the prospect; column 3, date received; column 4, date the inquiry is acknowledged; column 5, the date by which the inquiry indicated an answer was required; column 6, the prospect's own file or inquiry number; column 7, name of the person signing the inquiry; column 8, type of commodity dealt with in the inquiry; column 9, person in the firm assigned to handle the inquiry; column 10, date when gathering information for preparing a reply to the inquiry was completed; column 11, space for comment on any delays encountered in handling the inquiry; column 12, date of final analysis and by whom; column 13, space for special comments; column 14, name of person to whom final quotation was assigned; column 15, date a quotation was made; column 16, a number for the quotation.

Mail Quotation Register: Column 1, Knapp's quotation number; column 2, the inquiry number; column 3, name and address of the prospect; column 4, prospect's file or inquiry number; column 5, name of person signing the inquiry; column 6, quotation data as made by Knapp; column 7, date of quotation; column 8, name of person assigned to handle the quotation; column 9, name of person assigned to follow up; column 10, space for data on reports and outcome of the inquiry; column 11, name of person verifying the procedure for Knapp Mills; column 12, status, or whether sale was made or lost.

So important has the Quotation

Book become in Knapp's sales program that only two persons in the firm are permitted to sign in the verification column: Knapp himself and J. E. English, vice-president in charge of sales.

"The Quotation Book is the pulse of our business," Knapp reports. "A glance at each page quickly verifies the complete handling and quotation on each inquiry, and enables us to keep our fingers on the pulse. Whenever we spot a blank column, we know instantly that here is something that requires immediate attention. Not a single inquiry can be neglected."

If the Quotation Book is the pulse of Knapp's business, his procedure for preparing a formal quotation—a procedure from which there can be no deviation—is probably the heart of the firm's sales. "A sale is often decided when you're not there," Knapp stresses. "If your formal quotation does not contain all the facts, you can be decided right out of the picture."

Imagination Is Out

Writing a quotation letter at Knapp Mills, therefore, is not left to anyone's imagination. Each letter writer is required to guide his letter against a 13-step check list (see page 31).

"When a prospect gets a quotation covering all points," says Knapp, "he realizes that we have considered every aspect of his needs. He knows we're efficient. And when you are making industrial sales, efficiency is a much sought for and highly respected quality. This type of letter is based on an evaluation of all our experiences in handling inquiries."

In fact, Knapp adds, a thorough quotation letter has more than once led to an immediate sale. "In one case," he relates, "a prospect told us that we had been given his order even though our quotation was higher than a competitor's, because the method of delivery we had specified showed him how thoroughly we had studied his best interests and needs, whereas our competitor failed to mention method of delivery at all."

For the record, a separate data folder is kept on each quotation, regardless of the outcome. Every scrap of paper pertaining to the quotation, even if it's only a telephone pad memo containing a few scratch figures, is retained in the folder. One mail inquiry handled completely in this manner resulted in a file folder more than six inches thick. But it put a \$2 million contract in the Knapp till.

As an adjunct to the sales program, Knapp has instituted recently a semi-annual series of two-day educational sessions at Wilmington, to which he invites such people as equipment designers, engineers and plant superintendents from various industries. Practically all those invited attend, Knapp reports. Key to this success, he feels, are these elements: setting a definite theme for each meeting in a technical paper describing all new developments in lead which might influence (a) design, (b) operation, (c) maintenance, and (d) cost of lead installations; devoting the remainder or major part of the session to questions and answers; inviting anyone whose background indicates that he might make a valuable contribution to the meeting, regardless of whether he's a current Knapp customer or prospect.

A valuable by-product of these meetings is that they give Knapp's own technical and sales staff a grounding in the current needs and problems of the various markets for his products.

The list of those to be invited is made up by Knapp from names submitted by salesmen, names taken from letters and inquiries addressed to Knapp Mills, from signed articles in technical publications, as well as from company registers and from catalogs.

An average of 75 are invited, and the invitations are extended wherever possible in person or by telephone. To lend an exposition atmosphere to the meetings, Knapp has all invitees meet at one central point where they are picked up by a chartered bus bearing a streamer: "Knapp Mills Exposition." From that point on, each becomes the guest of Knapp Mills, including arrangements for lodging and meals.

Discussion Pays Off

First order of business is a tour of Knapp plant facilities in Wilmington. To make sure everything runs smoothly and nothing is missed, those attending are divided into groups of about six, each with a Knapp technician as guide. After refreshments, presentation of the technical paper follows, then the question-and-answer session.

These educational discussions pay off in more ways than one. At a meeting not long ago, Knapp invited an engineer from a steel company. Knapp is a customer of the steel company. The steel company never had been a Knapp customer. But the steel engineer asked for and received per-

These Figures Speak For Themselves!

**Last
7 Months
Lineage
Record**

September 1950 vs 1951 ... + 35.8%
 October 1950 vs 1951 ... + 22.2%
 November ... 1950 vs 1951 ... + 37.9%
 December 1950 vs 1951 ... + 22.4%
 January 1951 vs 1952 ... + 18.3%
 February 1951 vs 1952 ... + 26.0%
 March 1951 vs 1952 ... + 33.1%

7 MONTHS AVERAGE INCREASE ... + 28.1%

Some Of The NEW Advertisers Who Have Joined The Legion Parade.

ETHYL CORPORATION
 E. I. DU PONT DE NEMOURS & COMPANY, INC.—"Zerone" and "Zerex"
 REMINGTON-RAND, INC.—*Electric Shaver*
 THE ARMSTRONG RUBBER COMPANY—*Tires*
 RENFIELD IMPORTERS, LTD.—*Gordon's Gin*
 KNAPP BROTHERS SHOE MFG. CORP.—*Men's Shoes*
 INTERNATIONAL SHOE CO.—*City Club*
 FRANKFORT DISTILLERS CORP.—*"Paul Jones"*
 THE MARLIN FIREARMS CO.
 THE BARBASOL COMPANY
 BROWN & WILLIAMSON TOBACCO CORP.—*"Raleigh" Tobacco*
 BROWN-FORMAN DISTILLERS CORP.—*"Early Times"*
 THE BLACK & DECKER MFG. CO.—*Tools*
 LIGGETT & MYERS TOBACCO CO.—*"Chesterfield"*
 MAIL POUCH TOBACCO CO.—*"Kentucky Club"*
 OLSON RUG COMPANY
 MARSHALL FIELD & COMPANY
 NATIONAL AIRLINES, INC.
 DELTA AIR LINES, INC.
 RALSTON PURINA CO.—*Dog Food*
 THE AMERICAN TOBACCO CO.—*"Lucky Strike"*

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Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality . . . marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana



A bad name hurts a business, too

Puppy or businessman, you're in for a rough time if people think untrue things about you. Reputations *can* hurt. That's why people who influence the opinions of others are important to you.

Just about the most influential group in this country reads State Teachers Magazines. These 839,934 public school teachers and administrators mold public opinion with lasting impact . . . on 26,000,000 school-age youngsters, and on millions of parents and other adults.

Give teachers the facts about your product, company, or industry. You can reach more teachers in the 44 State Teachers Magazines.

Get the complete story in the free folder, "My Teacher Says . . ." Write to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

mission to bring an acquaintance who was an engineer with a major chemical company processing fatty acids for detergents.

During the course of a question-and-answer session the chemical company engineer brought up a problem peculiar to his firm. He had no prior information that the problem could or might be met with a Knapp product. Before the meeting ended, the engineer noted that certain technical specifications outlined by a Knapp man might offer a solution.

This was enough of an opening for a Knapp salesman—all of whom attend the meetings — to follow through. A major sale was closed four months later.

Retain Individualism

Knapp has no formal training policy for salesmen. He prefers to compensate them on a straight salary basis so that he can follow two principles. In his own words: "First, let every salesman retain his individual characteristics. Second, make full use of this individuality in selling, if need be assigning several salesmen, or even some member of the organization not a salesman, whose personality, knowledge and experience might find common ground with the prospect." Knapp feels this is important in a business where so many major sales are a matter of long-term negotiation.

How does this work out? "Let's take a recent example," says Knapp. "We had a prospect in a sulphuric acid producer for a \$500,000 contract. In going over all details with the man who was authorized to place the order, we realized that we had someone in our organization with whom he had much in common. So we called in the general construction superintendent of our subsidiary, strictly a field construction man, who knew all about what we could do with equipment, but who never in his life had given serious thought to the subject of 'sales approach.' They got along fine together, and we received the contract, at a proper price as well."

Because single units of Knapp equipment may cost anywhere from several hundred dollars to \$50,000 each, a customer's product inspector is considered an important link in the Knapp chain of good will and continuing sales.

"In this respect," says Knapp, "we are governed by one rule: No one is infallible. Where there are differences over any of our products, our salesmen are authorized to admit er-

rors and work for immediate correction. When the inspector is wrong, we try to convince him with technical data only, even though that sometimes takes a lot of patience. Results show that many inspectors feel so close to our firm today they go out of their way to recommend us."

Knapp says his own feeling is that whenever a serious situation comes up with a product inspector, nothing should prevent Knapp personnel from giving it prompt and proper attention. That applies from the president on down, and Knapp has often gone personally to talk with an inspector to help iron out the difficulty.

"In one case, where a wire manufacturer's inspector had issued an unfavorable report on our products, I knew he was wrong," Knapp recalls. "I flew out there and saw him myself. I presented our technical side of the picture so completely, he finally agreed we were right, and filed a supplementary report with his own firm to that effect."

Knapp encourages his salesmen to look upon a prospect's purchasing department as a unit that commands respect by its ability to keep its own firm's production techniques abreast of the times.

Sales Strategy

"Our policy and sales strategy," Knapp notes, "is not simply to stress price with the purchasing department, but to convince them that by not having our products their engineering department will be technologically behind the times. When we succeed in registering this point, we are frequently taken right to the head of the engineering department, whom we probably could not have reached quickly had we tried to do so directly. By inducing such a meeting with the two departments we often find it possible to end up with a sale."

Whether involvement of the sales department in research should come immediately, last or somewhere in the middle is not a problem at Knapp Mills. There is only one rule: "Sales belong in research, first, last and always."

"Here's a typical case," says Knapp. "We got an idea that there was a definite need for lead clad steel drums for the shipment of acids. First we called in our salesmen to see if we could get them to agree that such drums could be sold. Then we selected a manufacturer of steel drums and sent our sales manager to explore the subject with his sales manager to

You can sell anything in America... but at what cost?

**Some ideas of special interest
to manufacturers of consumer durables
whose mounting sales costs
threaten profit margins**

There was a time when a manufacturer with a fair-to-middlin' product could build a profitable sales volume just by telling a helluva lot of people about it over and over again. Came competition. Came higher operating costs. Today, for many, unit sales costs *must* be reduced. *Selective* selling and *selective* advertising are indicated.

So, isn't it possible that the manufacturers of certain types of consumer durables, like home appliances, could learn something from the tried and proved marketing and advertising methods of industrial equipment manufacturers? After all, many home appliances are to the home owner what plant equipment is to the factory owner. And the manufacturers of plant equipment have *never* known the relative ease of getting business through mass-market promotion techniques. They've *always* had to learn where to aim, how to aim, how to make it pay out.

These things are Standard Order of Procedure to the experienced industrial marketer:

1. To investigate the various markets

for each product in order to identify and cultivate the best prospects in the most fertile fields.

2. To apply a ruthless, realistic cross-examination to all available media so as to ferret out those which accord the best coverage of the best prospects under the best auspices—product by product and market by market.

3. To uncover the true conditions to be met in each field in terms of prospect viewpoints, prejudices, confusions and practices which might cue the best sales and advertising approaches for each product in each field.

4. To use all available devices to coordinate advertising, merchandising, sales promotion, distributor and dealer tie-in and publicity in order to squeeze the last thin dime's worth of value out of every dollar of advertising expenditure.

5. To address most of the advertising to those prospects who have an interest at the time—advertising that

tells them clearly and unequivocally what they want to know about performance, range of application, sizes, prices, availability, delivery, service.

6. To illustrate and describe products in ways that will help prospective purchasers to see the advantages of the product to them. (There's a big difference between merely *stating* features and telling what the features mean to the user.)

7. To make full use of all forms of product literature that might apply profitably—catalogs, bulletins, handbooks, instruction manuals, informative labels, article reprints.

8. To work persistently and unceasingly for improvement in every detail of sales approach, copy, media, merchandising.

It ain't easy!

These methods and techniques, which are all in the day's work to the trained industrial marketing man, are a pain in the neck to most advertising men who've been brought up in the consumer goods field. In the past, many manufacturers have not found it necessary to dig that hard or think that hard or work that hard.

Maybe, for many, it isn't necessary today. But we can't help wondering—aren't some manufacturers of consumer durables beginning to ask themselves:

"Could the judicious application of tested and proved industrial marketing techniques help us move more of our most profitable items at lower unit sales cost?"

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obtain his views. There was agreement. The idea was good. It would be advantageous to both firms, as well as to users.

"Next? A joint meeting—the steel drum company's engineer-salesmen team comes down to Wilmington to meet our counterpart team. Research, design and production engineers talk technical data. Salesmen highlight selling points. When the product is ready, we know it will have unanimous support and will embody the best features suggested by the various minds."

Until 1950, Knapp had described his lead clad products by the general terms known to the industry, such as "homogeneous lead linings." Then, however, Knapp Mills brought out new processes and machines which were much more efficient in lead cladding copper and lead cladding steel. By November, 1951 the potential for production of these two lead clad metals through use of the Knapp processes and machines indicated the opening of new horizons in metallurgy, especially for the chemical and process industries, where the damage caused by the use of sulphuric acids results in annual waste and losses that are monumental.

Stress New Names

This development was of sufficient importance to make a lead story for page one of *The Wall Street Journal*. Now, viewing the untapped potential for his products, and feeling that the new patented processes are worthy of a distinction all their own, Knapp has trademarked his lead clad steel as "Ferrolum" and his lead clad copper as "Cupralum."

His merchandising program will stress these names as new metals. Knapp, however, plans no extensive advertising campaign. His aim is to encourage additional inquiries by an expansion of his direct mail program, as well as through planned technical and consumer publicity, for which he has taken on the services of a public relations team.

"Naturally I want as many people as possible to know about Ferrolum and Cupralum," says Knapp. That includes not only those who will find these metals of immediate use and value, but also the rising generation, who are our potential users in the years to come. Our task is one that cannot be done quickly. A busy present and future is before us. It will take concentration and perseverance, as well as vision, to prove equal to the opportunities ahead."

SALES MANAGEMENT



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methods for countless munitions parts. And these standards have been proved in use on batteries of Acme-Gridley Automatics, all over the country.

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how to get increased production and top performance from your present Acme-Gridley Multiple Spindle Automatics. May we help you turn your production line into a profit line, now?

JOB FACTS

PART: Nozzle plate ring (Ordnance Division)
MATERIAL: SAE 1020 tubing blanks
SIZE: 5" diameter x 3"
MACHINE: 8" RFA 6 Spindle Acme-Gridley Chucker
1ST SET-UP: 11 operations—40 seconds
2ND SET-UP: 10 operations—4 minute, 7 seconds
COMMENT: Less than 2 minutes machine time for 25 cuts. Tubing strong and tough to cut; thin wall, difficult to hold concentricity. Wall thickness and thread must be uniform to close tolerances, to pass Government tests.



ACME-GRIDLEY BAR AND CHUCKING AUTOMATICS built in 1, 4, 6 and 8 spindle styles, maintain accuracy at the highest spindle speeds and fastest feeds; modern cutting tools can withstand.

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The "models" actually are National Acme sales engineers . . .

BY ROBERT RHODEHAMEL
General Sales Manager,
The National Acme Co.

ment is ready to hand them orders for machines to make say, 30-caliber bullet cores.

Sales managers of these concerns want to take this business—or at least bid strongly for it. But first they—and their manufacturing people—must find answers to these questions:

How long will it take to re-tool? To re-train machine operators? What will all this cost? And there are dozens of other questions.

We have just such information in our files. During World War II, 90% of all 30-caliber bullet cores were produced by our Acme-Gridley Bar Automatics. In fact, in one plant, 15,000,000 of these cores were produced every 24 hours!

All the data on experimental work which went into tooling for production—plus current improvements—are now in our files. We can supply within 24 hours answers to almost all the questions which now confront prospective manufacturers of bullet cores—and many kinds of components for other defense products, too.

When you have the basic information which your prospects need—and need quickly—what is the fastest means of getting it to them? It is relatively easy to identify the prospects whom you know should be interested, and, of course, in our own case, our sales engineers are calling on them. But what of the dozens of potential prospects whom you have no means of identifying readily?

The answer to our own problem makes sense to our sales engineers, provides us with a topical advertising theme and, above all, places in the hands of prospects the kinds of information which they want most—now.

During 1951 we converted our full-page advertising in business and technical publications from straight product-selling copy to text which offered help to our prospects. Our advertising headlines suggested the ways in which we could help:

"We've Paid Your Experimental Bill." We tell prospects for Acme-Gridley machines that they can bid on munitions jobs without figuring in any costs for educational orders, trial set-ups and avoid excessive experimental tooling.

"Bridge That Experimental Gap." We mean that we can draw from our files basic data developed during

Ads Offer Profit Ideas —Then Sell Product

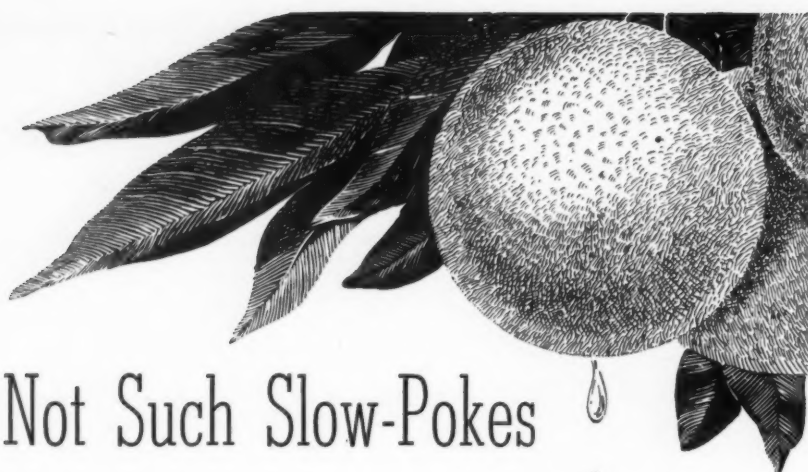
They seek out prospects who are just getting into military production on items on which National Acme accumulated a wealth of operating data in World War II. It's another way advertising is vital even though you are "all sold up."

You might call our present sales strategy "Operation Industrial Moth Ball."

If the Navy can put its standby fleet into operation almost overnight, we see no reason why military production know-how, sweated out in World War II—and in our files—can't be put to work immediately.

Here's a close-up of the problems which our sales engineers know that many of our customers for multiple and single spindle bar and automatic machines face today:

They're building bicycle parts, for example, or pipe stems or bearing-thrust screws. They want to re-tool for defense production. The Govern-



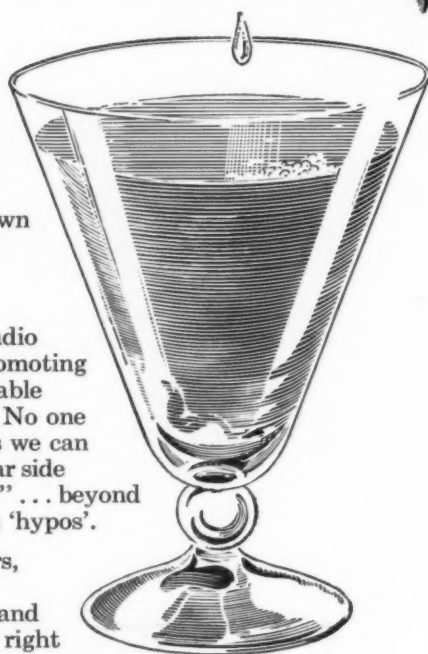
Not Such Slow-Pokes After All!

Given half a chance Small Town folks go for new things as fast as their city cousins.

Take frozen orange juice as a case in point. Daily papers, radio and TV did a grand job in promoting the big city sale of this delectable product to impressive figures. No one paid much attention, so far as we can find out, to the people on the far side of "the merchandising curtain," . . . beyond deals, coupons and other sales 'hypos'.

Yet GRIT's Small Town readers, at least, found out about this time and labor saving product and bought it. They're buying it right now, *without any direct advertising*, to almost the same extent as people in the cities.

Just as with other food products, there's a wide open opportunity for some nationally distributed brand to take an undisputed lead in the Small Town Market through an effective, economical schedule to reach GRIT's 650,000 families. Let our representatives, Sclaro, Meeker & Scott (in Detroit, New York, Chicago, Philadelphia) take you through our current Reader Survey and you'll see how true it is that "GRIT sells for its advertisers . . . it can sell for you."



Small Town and Big City use of FROZEN ORANGE JUICE

	%
Grit Families buying*	30.3
City Families buying**	36.0

*Grit figures from 1951 Reader Survey.

**City figures by permission from 1951 Consolidated Consumer Analysis.



WILLIAMSPORT, PA.
SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

World War II so that today's manufacturer can start out with standardized tooling and standardized production methods.

"Save On Tooling Up For These Jobs." We can save prospects one of our most precious assets as the nation speeds defense: time.

These advertisements give you an idea of what we do. They have appeared in *American Machinist*, *Business Week*, *Automotive Industries*, *The Iron Age*, *Steel*, *Machinery*, *Screw Machine Engineering* and *Production Engineering and Management*.

Of course, we could merely give the specifications of our tools and let prospects figure out the answers for themselves. But we believe that our advertising should let prospects know where they can go for the detailed, ready-made answers to their problems. Inquiries provide our sales engineers with specific leads.

Our sales engineers, by the way, play a key and undoubtedly unusual role in our advertising. Each advertisement carries a photograph of one or more people. While the ads do not name the "model," each person pictured is a National Acme sales engineer.

We could have used professional models, but we deliberately chose our own men. Each is well-known in his territory. Each is a man who can sell one of our tools, or, if necessary, roll up his sleeves and repair it.

Top Salesmen Have:

1. The **curiosity** of a cat.
2. The **tenacity** of a bulldog.
3. The **diplomacy** of a wayward husband.
4. The **patience** of a self-sacrificing wife.
5. The **enthusiasm** of a flapper.
6. The **friendliness** of a child.
7. The **good humor** of an idiot.
8. The **assurance** of a college boy.
9. The **tireless energy** of a bill collector.

Martin J. McHugh, Philadelphia Branch Manager,
Clary Multiplier Corp., in
"Clary '52 Forecaster."

Our first "Report Card" says:

Excellent

FULL COLOR R.O.P.

Daily and Sunday

Henri, Hurst & McDonald Inc.

ADVERTISING

221 WEST WACKER DRIVE CHICAGO 1 TELEPHONE FRANKLIN 2-9180
January 30, 1952

Mr. O. C. Brown
Director of Advertising
Oklahoma Publishing Company
Oklahoma City 1, Oklahoma

Re: MILNOT

Dear O. C.:-

The purpose of this letter is to tell you how pleased we are with the excellent printing results on MILNOT's four color r.o.p. page in last Sunday's issue, January 27.

Realizing that this was the first full color r.o.p. page the Oklahoman & Times has ever run -- and realizing that you would have preferred a longer period of experimentation, we were more than pleased with the excellent color reproduction and register. It was all that we had hoped for.

Your efforts to co-operate in handling the MILNOT color page adds another chapter to the fine record of co-operation we have received from you and your associates.

Cordially,

Charles Pumpian
Media Director
HENRI, HURST & McDONALD, Inc.

C. N. Pumpian
ao

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

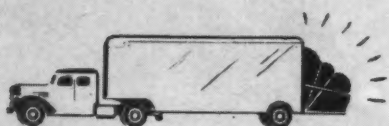
THE OKLAHOMA PUBLISHING CO.
THE FARMER-STOCKMAN
WKY • WKY-TV, OKLAHOMA CITY
Represented by THE KATZ AGENCY, INC.

"Excellent" . . . "superior" . . . "outstanding" . . . "one of the finest" . . . thus spoke The Milnot Company, its agency, Henri, Hurst & McDonald, Inc., and other competent critics of the Milnot-Quaker Oats r.o.p. full color advertisement in the January 27 issue of The Sunday Oklahoman. It was the first run-of-paper full color ad to come from the new Oklahoman and Times presses.

Four months of diligent "home work" with the new Goss "Headliner", perfecting the exacting technique of printing full color, had paid off. Since this first success, equally excellent production on other r.o.p. full color ads has proved that advertisers can confidently expect equally superior reproduction of their r.o.p. full color ads every time in the Oklahoman and Times, daily or Sunday.

SEE FOR YOURSELF

Actual tear-sheets of future r.o.p. full color ads in the Oklahoman and Times will be sent as they appear to interested advertisers and agencies. Write the Director of Advertising to be placed on the list.



Moving Vans . . . used to have tailgates and many are still seen on the highways. But that's hardly the modern way of moving nowadays. For safe, easy moving, with all the furniture riding inside the van, use

Mayflower

MOVING SERVICE



► Furniture never rides on a tailgate when you order Mayflower Moving Service . . . because Mayflower vans have no tailgates! Everything rides inside, safe from damaging weather, in specially-built, weather-proof vans. Mayflower takes every precaution to protect your employees' goods; nothing is left to chance. Be safe! Move the Mayflower Way. It costs no more!

"AMERICA'S FINEST"
Long-Distance Furniture Movers
AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How Industry Is Solving Its Packaging Problems; How Management Is Meeting Changing Marketing Conditions; New Perspectives on The Administrator's Job. Published by American Management Association, 330 West 42nd St., New York, 18, N. Y. Price, to members, \$1.00 each. To non-members, \$1.25 each.

These are three excellent new booklets, each of which has chapters by authorities in the fields covered. They're readable, packed with solid stuff.

News For An Empire. By Ralph E. Dyar. Published by The Caxton Printers, Ltd., Caldwell, Idaho. Price, \$5.00.

As the book jacket of this tremendous—in scope as well as size—work says, "This is the story of a great western newspaper, *The Spokesman-Review*, of Spokane. Founded in 1883, in what was then a town of 1,500 people, the newspaper has grown with its city, and its history is the history of the people who, down the years, have made Spokane great. It's an absorbing story Mr. Dyar has told, and it will give you a better understanding of how a great newspaper got that way.

Sharing A Business. By Franklin J. Lunding. Published by The Updegraff Press, Ltd., Scarsdale, N. Y. Price, \$2.75.

The subtitle on *Sharing A Business* is "The case study of a management philosophy." Author Lunding (chief executive officer, Jewel Tea Co., Inc.) believes that what business needs is not a "return" to anything, but a bold new approach toward a broader, more intelligent sharing of all the rewards and satisfactions of our competitive enterprise system. He presents his concepts of such a program, for management as well as employee, in this book. Among his topics: pooling and sharing business know-how; sharing with the community; providing something to share; sharing information about the business.

Shop Talk About Selling. By A. R. Hahn, Managing Editor, SALES MANAGEMENT. Published by SALES MANAGEMENT. Price: one to 12 copies, \$1.00 each; 13-99 copies, 80 cents; 100 copies or over, 60 cents.

If you like your sales meat served with a spicy, hearty sauce S.M.'s managing editor has obliged by dishing up 13 of the "Shop Talk" essays which have appeared in this publication. The 13 chapters of this booklet have a common theme: selling and salesmanship as a profession. As the introduction says, "Their objective is quite simple: They seek to help any salesman upgrade his performance to good professional standards, to help him improve his earning power, to help him earn a promotion." Kelly Oechsli provided the deft drawings which illustrate.

GO TO SUPER MARKETS IN CONTAINERS *and...*

GAIR FOLDING CARTONS

GAIR Multicolor Cartons present a dramatic selling medium for your product... a medium of distinction so powerful that it "Sells On Sight." Yes, GAIR cartons are a great stimulus to impulse buying which is a potent factor in today's "self-service" SUPER MARKETS.

GAIR CORRUGATED CONTAINERS offer the utmost PROTECTION against the many hazards of shipping... truly amazing how they withstand tremendous knocking about and rough usage.

WRITE TODAY

for samples and technical information.



155 EAST 44th STREET • NEW YORK • TORONTO
CARTONS • SHIPPING CONTAINERS

MARCH 1, 1952

STAR
brings you
another
big merchandising idea

**"RATION" YOUR PAINT BRUSH
DISPLAYS ACCORDING TO
POPULARITY OF BRUSH SIZES**

*Boost Sales Streamline Inventories
Serve Customers Better*

You've been doing it for years, as routine merchandising of paintbrushes and many other products — proportioning counter space according to an item's sales potential. Now, as illustrated, Star shows you how to apply this same basic, successful principle to your paint brush merchandising.

Discover how the right fastest moving sizes of Star Brushes rank in percentages of total sales — and how display area should be arranged to conform to these ratings. It's the logical way to simplify your inventories and get all possible profit out of your available space.

It's a just another example of Star's merchandising leadership. Star pioneered in standardizing prices at chain store levels, and in adjusting brush specifications to highest possible values.

Another reason why Star controls the field 9 to 1 is including customer satisfaction. Star Brushes paint better because they have always been made of the finest materials available — and always will be.

Still another is that Star has always kept the chains supplied in good times and bad — and will continue to do so.

Star Brush Manufacturing Company, Inc.
Boston 15, Mass.

STIMULATING IMPULSE BUYING: Business paper advertising can be used effectively to convey ideas on how to encourage greater impulse buying of a self-serve nature. Traditionally, brushes have been displayed by size—the larger the brush, the more space given to it. Star Brush Manufacturing Co. set up a "proportioned" display (the bigger the seller the bigger the space) in a Neisner Boston store, next photographed it, and then featured it in a business paper spread.

Adventures in Shopping: No. 16

A SERIES BY THE SALES MANAGEMENT STAFF

Manufacturers must accept status of most clerks as change-makers and order-takers—or do something about it, such as demanding service type of business paper advertising copy.

Confirmation of SALES MANAGEMENT's disclosures of poor retail selling is to be found in the 1951 report of the Willmark Service System. From 40,000 reports turned in by its field agents, the organization comes up with a nation-wide rating of 68% efficiency for retail salespeople for the year 1951. Each year for the past three years the average has fallen.

Were it not for the fact that such factors as "appearance of sales person" and "compliance with store system" are given equal rating with more positive selling factors, the percentage of efficiency would be well below 50%.

The 1951 rating on "trading up" was 41.6% (54.8% in 1949), and the performance on "suggestion sell-

ing" was only 15.8% last year (28.4% in 1949).

Maxwell Schultz, executive vice-president of Willmark says, "Sales clerks have settled down to the status of mere change-makers and order-takers. Little attention is being given to the creative phases of selling, now almost a lost art, and many potentially new and higher sales are lost."

Here's a good example—in the experience of one of the girls on SM's editorial staff. Three New York department stores—James McCreery & Co., B. Altman & Co. and Lord & Taylor—lost a sale, and the manufacturers of Peter Pan bras cashed in on their advertising investment only because the customer was determined and went to a fourth store!

89. More Apathy and Indifference

Four Fifth Avenue department stores
New York City

Having decided my new evening gown needed more than I and artful tucking could do for it, I thought I would shop for a Peter Pan "Hidden Treasure" strapless bra.

I gave the saleswoman at James McCreery & Co. information as to size, color and brand. She informed me that Peter Pan bras were not carried by McCreery, and went back to her stock-taking. I asked if anything similar were in stock, and she smilingly replied that McCreery did not stock "anything of that nature."



Lynn Akeman, Miami, Mo., first place winner of the 1951 Missouri Farmers Assn. Corn contest, also placed first in 1949 with 140 bushels per acre.

LYNN AKEMAN,

a Missouri Corn Champion,

After Growing

143.6 Bushels Per Acre

in Saline County

says About

THE

RURALIST,

"AN INSPIRATION FOR BETTER FARMING!"

"Missouri Ruralist keeps me posted on the latest developments in farming. And it's not in general terms about the whole country or a region—these facts apply to *my* state, *my* county and *my* farm!"

"These are money-making facts—ideas that I can put to work on my land. I know from experience that I can trust this information. It works!" Other Missouri farmers agree. Missouri Ruralist articles give them timely, practical ideas that help "up" production—and put more money in their pockets at the end of the season!

Missouri is a BILLION Dollar Farm Market—Missouri is the nation's 7th largest corn producer with 132,022,000 bushels of corn grown in 1951.

From its crops and livestock there's a total farm income averaging around one billion dollars a year—and Missouri has been in that small but select group known as "billion dollar states" for approximately a decade!

Trust in Missouri Ruralist Sells merchandise FOR YOU—Missouri Ruralist is the trusted friend of Missouri's farmers and their families. The editorial columns give them the near-to-home news and practical farming help they want. Your advertisement next to these trusted editorial columns can win you the same friendly support. That's why you need Missouri Ruralist to sell this vast farm market. Write for complete information today.



Editorial Office, Fayette, Missouri

Missouri Ruralist

Business Office, Topeka, Kansas

Published by
CAPPER PUBLICATIONS

LEWYT and ONLY LEWYT

gives you all these
12 most-wanted features

...and features sell appliances



DO IT with LEWYT

LEWYT CORPORATION, 10000 Glenview Road, Dept. D-12, 89 Brooklyn, Brooklyn 11, N.Y.

TELL 'EM—AND KEEP ON TELLING: One of several reasons why Lewyt has been successful is that the company hasn't taken for granted that store managers and salesmen will know and remember all of the talking points for the product. Here in a December, 1951, page in *Electrical Dealer*, the company drives home 12 wanted features.

They don't know!

**YOU'VE GOT TO TELL YOUR CUSTOMERS
THE ELECTRIC WATER HEATER STORY**

SELL ELECTRIC WATER HEATERS

Water heaters provide an early and on...
Long life, low cost—Electric water heaters...
Plenty of hot water—There is no limit...
Complete automatic—Electric water heaters...
Safety—Electric water heaters are...
Compact—Electric water heaters are...
Easy to install—Electric water heaters are...
Easy to maintain—Electric water heaters are...
Easy to replace—Electric water heaters are...
Easy to move—Electric water heaters are...
Easy to clean—Electric water heaters are...
Easy to use—Electric water heaters are...

LAY THE FACTS ON THE LINE: Companies belonging to the Electric Water Heater Section of National Electric Manufacturers Association pool their resources to run selling-hints pages in business magazines reaching electrical dealers. This typical page from a series offers four talking points. Do you use down-to-earth data in your ads?

Your Heinz Man

Is An
"IDEA EXCHANGE"

...Turn To Him
For Profit-Tested Ideas
For Increasing Your
Business!

HEINZ 57 VARIETIES

ENCOURAGING SALESMEN TO TRAIN: Heinz uses pages in business magazines reaching the food-dispensing field to play up the Heinz salesman and the profit-boosting ideas he is equipped to offer. Flatters the salesman... makes him feel that the advertising is his own advertising.

At B. Altman & Co. the saleswoman showed me a Peter Pan bra, but volunteered no further information. I asked her about drying time. "Overnight," she said, and, after a short silence, "It's nylon and rubber foam." I explained I needed the bra for a strapless gown, and was afraid

the elastic back strap was not low enough—but that I had not time to try it on. She said that lowering the strap might spoil the line of the bra, but did not suggest any similar make bra. I decided to shop further.

Lord & Taylor did not have any strapless Peter Pan bras, but the saleswoman asked if I would be interested in another make. She then brought out two—explaining that one was a Lily of France. (She said nothing about the other.) "This is like the Peter Pan," she said, but did not point out any similarities. I told her I thought I would look further for a Peter Pan; the sales interview ended curtly.

I next tried Arnold Constable & Co. On display was a Peter Pan "Hidden Treasure" bra, with straps. I asked the saleswoman if she had this in my size, but strapless. When I told her I was hesitating because the back strap might not be low enough, she showed me how it might be tucked under a bit. Her final suggestion to send it home and try it on, with my gown, seemed to me to have much merit. I bought the bra and left, satisfied I had done my best by my gown.

With greater leisure and bigger incomes, the camera business has had an extraordinary boom—but think

how much bigger it might have been were it not that so much of the "selling" is at the level described in this San Antonio experience:

90. "They're All Good"

The Fox Co.
San Antonio, Tex.

I was pretty much the puzzled customer when I walked into the store. "I'm sort of interested in a movie camera. Can you tell me something about them?"

"Yes, we have about anything you might want."

"Well, which are good and which are bad?"

"There's only one, really that's bad. It's the Universal Cinemaster, and it's bad because the case is soft—made of pewter. Outside of that they're all good. It's mostly a matter of how fast a lens you want."

He continued: "We have a Brownie for less than \$45 that's very nice. It's made by Kodak and has an f2.5 lens."

I asked if that wasn't pretty cheap for a lens that fast. He said no, that the idea was to get a movie camera so simple that anybody could operate it—as simple as the old box camera. The focus is fixed, he pointed out, and people are surprised at how good their pictures are. Fine for any amateur use.

7 days... 7½ tons of mail!

LATEST COUNT

No mention made after first 7 days. Cards continue to pour in. Total to date . . .
13 TONS!



WGAR'S "Polka Party" draws nearly one-quarter million cards in one week's time

Terrific is the word for the response received when our Tom Armstrong asked listeners to send in their Xmas cards to help cheer hospitalized children. From nine states and Canada, came the avalanche . . . 7½ tons of mail, more than 240,000 cards within a week!

The word had been spread through "Polka Party" (6:30—6:45 PM), one of the many WGAR mail-puller programs that has worked wonders for advertisers, too! So, if you want response from Northern Ohio . . . you want your message told over WGAR!

in Northern Ohio..



WGAR

the SPOT for SPOT RADIO

**RADIO . . . AMERICA'S GREATEST
ADVERTISING MEDIUM**



WGAR Cleveland • 50,000 WATTS • CBS
EASTERN OFFICE: 665 FIFTH AVE., NEW YORK CITY



**Represented Nationally by
Edward Petry & Company**

MARCH 1, 1952

51

That didn't answer my question, but I let it pass.

"What else is there, a little more expensive?" (Still no question designed to bring out how much I was prepared to pay.)

I pointed out a Revere 70. "That's a pretty one, how about it?"

"It's a mighty fine camera. See, it takes a magazine, and it has a focusing lens. It sells for \$134. Wait a minute—let me try something."

He gave it a couple of winds and listened attentively while it ran down. Then he took a Keystone K-40, wound it and listened.

"That's what I thought. The K-40 has a cutoff. It doesn't wind down. That's a good feature. See, the Revere winds down. They're the same price."

"What about Bell and Howell? I see them advertised a lot."

He showed me a B & H Filmo Sportsman, but offered no suggestions. "Which is best?" I asked.

"Well, I couldn't answer that. I'll say this: If you have plenty of money and want quality, I'd say Bell and Howell. Otherwise I'd say one of those." He nodded toward the Revere and Keystone.

I saw a couple of others in the showcase priced between \$100 and \$150, a DeJur 100 and a Cine Kodak Magazine 8. But at this point he left for what appeared to be a conference at the summons of the boss, and suggested I look around. Since they were all put away behind glass, there was little to look at. In about five minutes I left.

I really wanted a \$150 camera. The only one he showed me voluntarily was the Keystone. I had to ask for each of the others before spotting them on the shelves.

* * *

Latest Washington reports indicate that the defense buildup will be strung out instead of accelerated, and

that more scarce materials will be available this year for civilian production than had been expected. The factories can and will turn them out—but will the articles move over the retail counters without better salesmanship?

We try not to exaggerate in these shopping reports, and it is true that the art of retail salesmanship is not completely lost. Here and there we come across strikingly good examples, and for one which exemplifies intelligent selling at its best, we go to Toronto.

91. So Britishers Can't Sell!

Davies Furniture Stores
Toronto, Ontario, Can.

My wife and I decided to buy a chrome kitchen set as a Yuletide gift for our new home. We were inspecting the sets on the floor when a salesman came up.

"There are some nice sets here, aren't there?" he said enthusiastically in an accent which proclaimed his British origin. He looked down the line with evident pride. I was glad he hadn't used the time-worn cliché, "Can I help you?"

He walked over to a gray table and pulled out the extensions and demonstrated how light, yet how sturdy it was. My wife said it looked a trifle narrow.

"You're right," he agreed. "If you had two people facing each other on the sides, they'd be eating out of one another's plates! What space have you available for a table?"

I told him and he took us over to a table with a colorful cherry red top.

"This," he said, "is 32 inches wide and 39 inches long" and, pulling out the extensions, "these add another 15 inches to the length. It should fit the space you have in mind to a 'T' and it will seat six with room to spare."

My wife was obviously taken with the table, which had straight legs. But, like a woman, she wanted to see what else he had. She asked to see a table with Duncan Phyfe legs. Obliging he went over to a gray model and demonstrated how the center extension worked.

"This is a fine table," he said, "but it has one fault. Notice the edge here when the extension is opened. It's quite sharp; in fact I cut my finger on it the other day. The Duncan Phyfe legs are difficult to clean around, too."

By this time my wife was back admiring the cherry red table. I asked the salesman how the sets ran in price. He told us from \$69 to \$100 includ-

ing four chairs. I said we didn't want to pay more than about \$75.

"This is probably your best buy in that field," he stated, joining my wife at the cherry red table. "This is made by Duralite, one of the best chrome furniture makers in Canada. It's the right size, and with the four chairs the price is \$78.50. We have other models made by Viceroy and Crown, both good companies, but certainly no better than this."

My wife sat on one of the gray chairs that went with the table and said it didn't seem to have much padding.

The salesman suggested I sit down and try it, too.

"These chairs," he said confidentially, "are actually a cheaper grade of chair made to go with the table at this price."

He turned one bottom up.

"You can see the padding, as you say, is fairly light, and the chrome tubing underneath isn't in one continuous piece. Now this chair here is much better quality. You can see for yourself both the seat and back are much thicker. Just test the weight in comparison with the other."

I did so and noted a distinct difference.

"The heavier chair is of more sturdy construction and, with the table, the price is only \$89.75," the salesman said.

Meanwhile my wife was testing the better quality chair for comfort. She asked him if they had it upholstered in red.

He showed us one, then asked what color scheme we had in our kitchen. We told him and he advised:

"I think you'll be happier with the gray chairs. With a red table, there would tend to be a preponderance of one color, and I think you'd soon tire of it."

We could see the wisdom of his statement.

The result was we bought the \$89.75 set, feeling very pleased with our selection. During the final transaction, in which the salesman gave us advice about the type of wax to use in cleaning the table top and the chrome, he proffered the information (startling to us) that he had been in Canada only a year.

Is It Hopeless

What are some of the progressive manufacturers doing to counterbalance the generally poor retail selling?

The Industrial Rayon Corp. this winter introduced a new idea to retailing which they call "Pro-Sell." It means professional, productive,

More Effective... More SELlective

Housewares Review
Giftwares
Home Furnishings
CROCKERY & GLASS JOURNAL
LINENS & DOMESTICS

Every HAIRE Trade Paper is "TOPS" in its trade

Infants & Children's
LUGGAGE & LEATHER GOODS
HANDBAGS AND ACCESSORIES
COSMETICS TOILETRIES
Corset AND UNDERWEAR REVIEW
NOTION & NOVELTY

1170 Broadway • New York 1, N. Y.



1 2 4 6 8 10 12 14 16

..... from 18 to 35

37 39 41 43 45 47 49 51 53 55 57 59 61 63 65 67 69 71 73 75 77 79 ? ? ?

Redbook's

Young Adults

THE VITAL YEARS

THE VITAL MARKET

Copyright 1952,
Redbook Magazine

*Redbook's advertising guarantee—1,950,000

MARCH 1, 1952

55

promotional, profitable selling of underwear—by a corporation which doesn't even *make* underwear.

The company does make rayon yarn and circular knit rayon fabric and doesn't consider that its fabric is really sold until the underwear it's made into moves off the retailer's shelves. Their Pro-Sell idea is a fixture to streamline the selling of Spun-Lo women's underwear. The modular design gives complete flexibility to fit any physical requirements, and the single units hold 12 dozen garments on display, identified by style and size, with reserve space in each unit for 16 dozen additional garments. The initial cost is shared equally by the store and Industrial Rayon Corp., but with the use of advertising credits it is possible for the store to get its investment back by the end of the year.

Industrial Rayon is very frank in talking to retailers about the need for such a display and sales cabinet. "This isn't robot selling, self-service or super-market selling. But it can be, if you want it to be; and you can use it that way if you're gearing for the future."

In its sales training material, Magnavox doesn't advocate any particular selling routine or method—but does ask that the salesman use the facts to tell the Magnavox story with an honest enthusiasm.

A 1952 booklet called "6 Steps to Sales" is addressed to "The Finest Salesmen in the World." (Editor's note: Based upon the shopping experiences on TV sets, including Magnavox, this would seem to be a rather decided overstatement, but perhaps it's smart to flatter the recipients of the booklet.)

The six steps of Magnavox are better picture, better sound, better furniture, finer workmanship, greater value and pride of possession. The booklet is pocket-size and is also well illustrated.

Intelligent Use of Business Papers

A casual review of some of the leading merchandising papers in a variety of retail fields indicates that more companies are trying to use their space to get over good selling ideas than was true last year or the year before—but that the great majority of advertisers are still *not* taking advantage of this opportunity to do a sound educational job.

Illustrated on these pages are four non-representative good examples; they are non-representative because it

took considerable digging to find even four good examples.

In every field of retail activity there are at least two or three respected, well-edited business magazines which blanket the stores accounting for 85% of the retail sales in each industry, and are read by owners, managers and ambitious salespeople, all of whom want to make more money for themselves. . . . Why doesn't the manufacturer use his space in those publications for *service selling*, designed to help these retail people make more money?

But instead of driving home talking points for the product—as illustrated in this installment of "Adventures" by Lewyt and by the Electric Water Heater section of National Electric Manufacturers Association—many manufacturers use their business paper space to say, "Blatzo's breathless mouthwash out-sells all other mouthwashes."

The typical dealer reaction is, "Not in *my* store. Blatzo makes the product, spends money to advertise it to the public—why doesn't he tell *me* how to sell it so that it will be #1 in *my* store?"

Dealers and their salespeople in all categories of retail trade are actually starved for earthy, simple, effective product information and good merchandising techniques.

The 15% Problem

Why aren't they getting more of it in business paper advertising pages?

One reason, we think, is that the manufacturer isn't *demanding* that kind of copy from his advertising agency—and the advertising agency isn't delivering it because it's tough copy to write. It calls for more than pretty words and art.

It calls for merchandising experience, for close liaison work with salesmen and sales training directors. The president of one AAAA agency told the Editor of SALES MANAGEMENT, "I find it far easier to prepare a page for *The Saturday Evening Post* than for any business magazine because in the latter case I am writing to an experienced, sophisticated audience, one likely to be much more skeptical than the average."

Business paper advertising, giving earthy, simple information and good merchandising techniques isn't going to be written by the lowest-price cubs in the copy department of an agency—but it looks as if they are the ones who *do* write most of it.

Why? Well, it seems to be the economic facts of agency life.

The 15% commission on a \$10,000 consumer magazine page is \$1,500, and for that amount you can command good brains. . . . The 15% commission on a \$300 business paper page is \$45. . . . Just compare—\$1,500 against \$45—and you have the answer. And don't blame the agency too much—for you'd be forced to do the same thing if you sat behind their desks.

The advertising manager of one important business magazine wrote us the other day: "But honestly, Mr. Salisbury, manufacturers won't get the kind of helpful service copy they should be running with us until the sales manager writes the copy, or at least until the manufacturer realizes that 15% of \$200, \$500 or even \$1,000 is not like 15% of \$12,000, \$18,000 or \$25,000."

Decision Is Yours

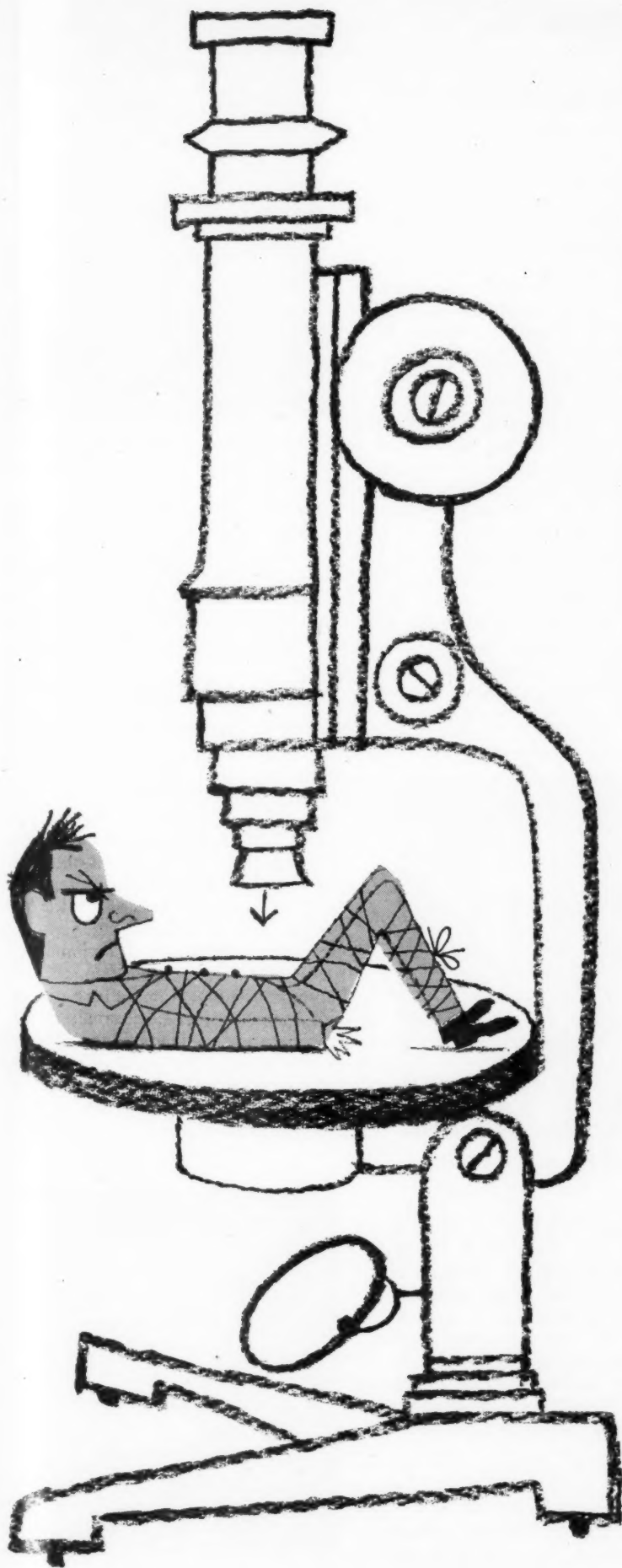
The answer, we think, lies along these lines: Decide that you're going to use your space in merchandising magazines to help the dealer to *sell* more of your merchandise; demand that type of service copy from your agency; fix up an arrangement with the agency so that they are amply compensated for those jobs where 15% of the space rate is insufficient reward for their *best* (and that's all you want) efforts.

It doesn't make sense, does it, to pay a man or an organization \$1,500 to prepare a page of consumer copy and only \$45 for preparing a page designed to insure the success of the larger investment? The old saying, "The laborer is worthy of his hire," is one to bear in mind in connection with using space in merchandising papers in such a way as to offset the deplorable lack of product information on the part of the men and women behind today's retail sales counters.

It's obvious that manufacturers do not similarly neglect the manpower required to sell their products. They are constantly concerned with maintaining an adequate number of salesmen in the field, and in seeing that salesmen are properly trained in product knowledge.

* * *

"Adventures in Shopping" is a first-of-its-month feature which started in December, 1950. The 17th installment will appear April 1. Reprints are available through the Readers' Service Bureau at 25 cents each, two installments per reprint as, for example, December 1, 1951, and January 1, 1952.



A story
with a moral:

90,000 House Beautiful families will have their 1951 tax returns examined!

The story: As a result of the tax scandals, the internal revenue boys have announced that they will check *all* the returns of people making over \$25,000 a year. This means they'll check at least 90,000 returns of HOUSE BEAUTIFUL families (because that many make that much, and more). The point we're making is that our 600,000 reader families are pretty affluent people. All but 15,000 of them own cars. Five out of six HOUSE BEAUTIFUL families own their own homes...and nearly half bought them within the last five years.

The moral: These people aren't stingy with their money. They like to buy things that better their home and their living. They read HOUSE BEAUTIFUL cover-to-cover. If you want to get quick sales action for *your* product, you'll have to hunt high and low to find a better buy than

House Beautiful
sells both sides of the counter

People and their Ideas

New Sales Jobs

Maidenform Brassiere Co., Inc., has named **John Currier** as sales manager. He's been with Textron, Inc. . . . New v-p in charge of sales for Homestead Valve Manufacturing Co. is **Don H. Krey** . . . **Arthur W. Johnston** is the new sales manager for Niagara Filter Corp. . . . **Charles A. Wiggins**, sales and advertising



HOMESTEAD VALVE'S KREY

manager, Calumet Division, General Foods Corp., is now also sales and advertising manager for the company's Minute Division . . . New sales manager of Carr-Consolidated Biscuit Co. is **W. E. Clayton** . . . **Lawrence R. Wells** has been appointed merchandising manager of the Freezer Sales Section, Crosley Division, Avco Manufacturing Corp. . . . Schick Electric Shavers has named **Orville A. "Doc" Petty** as eastern district sales manager . . . **George E. Field** has been named field sales manager of B. F. Goodrich Chemical Co. . . . New general sales manager of Aquascutum Co. is **Roger M. Nesbitt** . . . **Robert N. Nelson** has been promoted to sales manager of the Pneumatic Division of Sundstrand Machine Tool Co. . . . **Richard T. Clarke** has been appointed sales manager of Monsanto Chemical Co.'s Textile Chemicals Department . . . New sales manager of York Safe and Lock Co. is **Walter H. Dautel** . . . **Thomas B. Hubbard** has been named field sales manager of Oneita Knitting Mills . . . **Raymond W. Saxon** is the new general sales manager of the Home Instrument Department of RCA Victor Division, Radio Corporation of America.

...and other executive appointments

M. B. Terry has been appointed executive v-p of American Brakeblok Division, American Brake Shoe Co. He was formerly v-p in charge of sales . . . The former v-p in charge of sales at Cluett, Peabody & Co. has joined **David D. Doniger & Co.** (McGregor sportswear) in the new executive position of v-p in charge of marketing. He's **E. O. Hand** . . . **Harold E. Schiltz**, sales promotion manager, The Hoover Co., will take over direction of the company's Public Relations and Home Economics Departments in addition to his current duties . . . Head of the newly-created Promotion Department, Cotton and Rayon Division, Pacific Mills, is **Jack D. Lesslie** . . . **Charles G. Mortimer, Jr.** was elected executive v-p of the General Foods Corp. at a recent board meeting . . . **H. R. Marschalk** has been appointed a v-p of Vick Chemical Co. and will be in charge of the company's program of diversification and expansion through acquisition of new subsidiaries . . . New merchandising



AMERICAN BRAKEBLOK'S TERRY

manager, Geo. D. Roper Corp., is **Cy Edwards** . . . **Stephen A. Keller** has been named general manager of the Valve Division, Minneapolis-Honeywell Regulator Co. . . . **R. B. Pennington, Jr.** has been appointed v-p and general manager of the newly-formed Merrick Lithograph Co. . . . The Armstrong Rubber Co. has a new president: **Frederick Machlin**.

Name Change

The country's largest citrus marketing organization has changed its name: From now on California Fruit



GENERAL FOODS' MORTIMER

Growers Exchange will be called Sunkist Growers, Inc. Reason: to associate the trademark on the Growers' new frozen and canned juices—a new division—with the organization responsible for the products bearing the Sunkist name.

Promoting Advertising

Lauren K. Hagaman, director of advertising and public relations for The Magnavox Co., told the Indianapolis Advertising Club how to merchandise and promote an advertising program. Among his points: "Get everyone into the act. Check the organization of your distribution setup and see that everyone recognizes the importance of merchandising your advertising. Provide merchandising tools for every echelon on the organization chart. The failure of just one manufacturer's salesman to get the idea and co-operate could result in the failure of several distributors, 30 or 40 distributor salesmen and perhaps 400 retailers to tie-in with company advertising."



CROSLY'S WELLS

SALES MANAGEMENT

how many "half { salesmen" on your force ?



If the Men Selling Your Products don't know how you're advertising and why, both men and ads are earning only half their pay.

We have a way to change your 50% salesmen and 50% ads to 100% sell . . . a way that's guaranteed to make your field sales forces sit up and take notice . . . a way that's been used—and praised to the skies—by some of the very biggest advertisers in such fields as canned goods, soap and soft drinks.



It's As Simple As This:

You are running or have scheduled a newspaper campaign. You tell us you want to give it an extra strong push among your sales forces. We cooperate in arranging showings, at national or district sales meetings, of the color slide show . . . "HOW YOU CAN CASH IN ON THE GREATEST SHOW ON EARTH" . . . the most powerful salesman-pepper-upper this side of a 200% bonus.

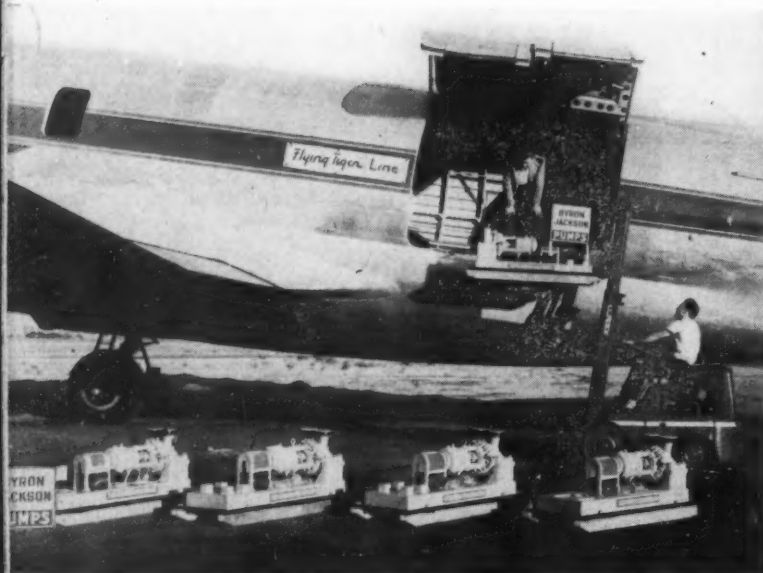
BUREAU OF ADVERTISING

American Newspaper Publishers Association • 570 Lexington Ave., New York 22—PLaza 9-6262 • 360 N. Michigan Ave., Chicago 1—State 2-8681 • 240 Montgomery St., San Francisco 4—EXbrook 2-8530

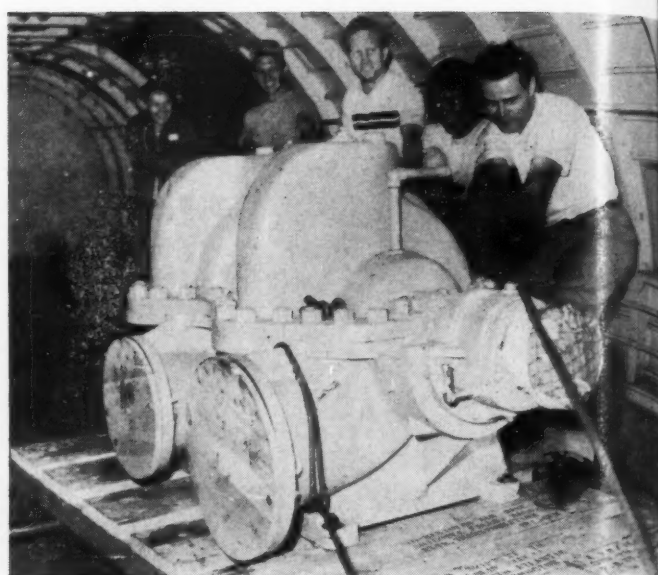
If you want to do a real job of selling your advertising and sales program to the men who sell your goods, have yourself a look at "The Greatest Show" and see what it can do for you. Call or write today!



Sponsored by the **Toledo Blade** in the interests of fuller understanding of newspapers



CUSTOMER SERVICE, both on original equipment and parts, is a big element in any industrial sales picture. Byron Jackson finds air freight delivery builds much good will where there is time pressure on original installation or urgent need for replacement



parts to avoid costly shut-downs. Photo at left: standard equipment on its way to a Pennsylvania steel plant. At right: 8,500 pounds of pump loading for the first leg of a flight to a foreign market. It may take years to make a sale, but every hour counts at delivery time.

The Priceless Ingredient in the Big-Money Equipment Sale

How do you sell pumps for the Trans-Arabian pipe line? Pumps for Grand Coulee Dam? Pumps for British military installation in India? It takes patience, sales sense, superior engineering skill. But most of all, it takes patience.

BY JAMES H. COLLINS

Top brass does some of the selling in the Byron Jackson organization. Even the president gets out and sells on the 80-year-old pattern set by Byron Jackson himself. It might be a productive pattern for many a young concern in the industrial field.

Byron Jackson died in 1921, but his lengthened shadow is the Byron Jackson Co., Los Angeles, doing a world-wide business in pumps, oil well equipment and other industrial gear and services.

Born in 1841, Jackson was originally an inventive young rancher who devised better tools for California's large-scale farming. Other ranchers wanted his haymaking and threshing

devices, and in 1872 he began to make them in a small machine shop in the small market town of Woodland, Calif. Presently he became interested in pumps for ranchers. They were irrigating with direct-acting pumps, costly to maintain, not very efficient. Jackson developed a centrifugal irrigation pump which was economical and durable.

He developed, as well, a frontier of American industry. . . .

With a wider field for invention he moved his shop to San Francisco, opened a downtown salesroom, and got out a catalog for the first complete line of such pumps manufactured. All around ByJac offices and

shops today this statement from his first catalog is posted:

"I have disposed of my old tools and replaced them with many special tools to improve the quality of our work, believing that the best advertisement is to send out a thoroughly good article that will insure the order being repeated."

Jackson was an inventor of the pre-engineering age. When he started, the United States had 40 million people, and about \$10 billion worth of manufacturing yearly, mostly "infant industries" on the Atlantic Seaboard.

Were there more industrial frontiers in his day than now?

One kind of steel—carbon. No such materials as aluminum or alloys, except brass. Steam power—limited by belts. Machinists worked to 100ths—inventions such as the typewriter lagged for precision parts, not made for years to come. No electric light, much less motors, no internal combustion engines, no telephones.

It was a world difficult to imagine in our day of industrial wonders, where there are frontiers on every factory doorstep.

Jackson became known as a genius with pumps. When his irrigation

centrifugals were on the market as a line, he turned to other western pump problems—in mining, reclamation, water supply.

In school we read about the "hydraulic giants" with which early California miners washed down mountains to get the low content gold. Remember?

That was all gravity pressure . . . no pumps!

Jackson designed pumps that sucked up soil, and on dredges carried into the wilderness piecemeal and put together, they started with any little brook, made their own lake, and traveled on until the mountain was dissolved, the gold exhausted.

Pumps for manufacturing industry had only a thin market, mainly in the East. But Jackson was heard of. In 1901 Pabst's brewery in Milwaukee had a 220-foot well, only 15-inch bore, wanted a pump, went all the way to the Pacific Coast to the home of the pump wizard to get the first deep well turbine pump. It delivered a million gallons daily. It ran 25 years.

Two Roads to Sales

Jackson's shop was completely destroyed in the fire that followed the San Francisco earthquake in 1906. There is no controversy in that disaster for a pump specialist. The city water supply was so damaged by the temblor that effective fire fighting was impossible. Byron Jackson later built for his city powerful pumps for two seawater fire stations, and a couple of powerful fire boats. A little later, studying the fireman's pump problems, he built in 1909 the first centrifugal pump fire engine—horse drawn, but with a gasoline engine.

Wherever people needed more water, from deeper down, at lower pumping costs, Jackson's name got around. He found new problems, and he had two different ways of selling that are closely followed by the ByJac organization today.

First, his inventive ability drew customers with new pump problems. Those customers he took care of personally. Today the top executives are just as much concerned with pump problems that call for research and original engineering.

Second, pump problems nearly always led into a new line of stock equipment for sale in showrooms, by catalog, and by salespeople. Today that is done by an international sales organization.

This company always has been on the American industrial frontier. Jackson retired in 1913, and his suc-

cessor, John B. Keating, a mining engineer, developed pumps for the oil industry. Western petroleum discoveries were rapid; pumps were needed, and oil well equipment was the logical field for research. In 1928 Mr. Keating became chairman of the board, and his working associate, E. S. Dulin, present executive, brought financial experience to the consolidation of ByJac products, with tighter organization of research, sales and service.

Today, the company's sales volume is roughly about 60% pumps and 40% oil well tools and other equipment, including two oil well services, cementing and shooting. Pump business is about 18% agricultural, 12% utilities and municipal, 12% industrial—mining, lumbering, chemical, food, paper and other manufacturing. Nearly one-fifth of all sales are for export.

It is not easy to find percentages for the kind of selling that involves big engineering projects. But they feed the business.

Last summer ByJac top brass took time out and flew up to Grand Coulee Dam, on the Columbia River, to start one of the world's largest pumps. The Coulee pump was first in a battery of six that together will raise six billion gallons of water daily—enough to supply the New York-New Jersey metropolitan area, plus Chicago, Philadelphia, Los Angeles, Detroit, San Francisco and its Bay Area, Seattle, Portland: one-twelfth as much water as flows over Niagara every day. At Niagara water drops 160 feet. At Grand Coulee it is raised 300 feet, to irrigate more than a million acres of arid lands, through the ancient bed of a river that dried up after the last ice age. The pump customer here was Uncle Sam.

Some Big Sales Tickets

Last year, ByJac pumps were started on a Canadian pipe line carrying oil from Alberta to the Great Lakes, 1,150 miles. It was a marketing as well as a pump problem. Floods of oil in western Canada have to go to eastern Canada by tanker for refining. The Lakes are frozen about half the year, but this pipe line can carry oil all year to a million-barrel storage. This customer: the Imperial Oil Co., Ltd.

Still another project showing world-wide scope: the ByJac pumps of the Trans-Arabian pipe line, moving 400,000 barrels of crude daily through six pumping stations. Customer: the Standard Oil Company of California and associates.

Where is the door that a salesman can open to ask, "Any super-pumps today?"

Somewhere, some time, these projects start. But what is the sales approach?

There is no door. The start is generally vague. Top brass meets top brass at a poker party—cocktails—out in the hall at a convention—off fishing or shooting. To an organization salesman it seems like no selling at all. But there is a lot of that kind of selling. ByJac officers and sales executives in branch areas keep in touch with key men in other companies, in government departments, in places where the big jobs originate. This is a "must." "We've got to find more water," somebody says. A survey of some kind is started. It may be in the dream stage, as all the big dams are in the beginning, as Shasta was a generation ago, as water for the arid Southwest from the Columbia River is today. . . .

File: "Sometime and Maybe"

Recently Texas has been having a drought. A bit worried, but busy with its industrial growth—Texas feels that the rains will come again—always have.

But to top brass in ByJac that may be the start of a big order. The Lone Star state's industries are growing on oil, natural gas, other resources. Its drought may be permanent. In the not so distant future it will have to find solutions as did Los Angeles, with Owen's Lake and Colorado River water, brought by ByJac pumps.

Such remote sales leads involve requests for engineering data, surveys, research, technical teamwork. Fifty years ago Byron Jackson would have discussed the problem personally. Today the company deals in the same way. When the actual sales are made would often be hard to say.

The routine sales organization regularly covers territory where ByJac equipment is needed, and troubles arise, and growth is continually going on.

The vast diversity of equipment made by the company is distributed through many wholesale trades. Oil well equipment, for example, is handled by supply companies with "stores" in oil fields. These distributors carry everything from a rotary drilling rig to sucker rods. They may be manufacturers as well.

However, a distributor may handle only one line of pumps or tools—and that a competing line. So the ByJac sales organization covers oil

With his trusty typewriter

Pinkson Boomed San Francisco's "Best Circles"

*Improved transportation facilities have sped the
blending of Suburbs and City into one big market*

✓ so shoppers from the Trading Zone
are prized best customers of San
Francisco's best stores

✓ so advertisers can pin-point the most-
able-to-buy families *all through* the
San Francisco Bay Area—and sell
them effectively with the market's
key newspaper, The Chronicle

For your San Francisco Market campaigning
it always pays to -----

Choose

NATIONAL REPRESENTATIVES: **SAWYER, FERGUSON, WALKER CO., NEW YORK**

Northern California Traffic Swifter Because Pinkson

By Henry T. Ewald

(The following piece is being published without the permission of Leon J. Pinkson. In fact, it's the only way in which it could be published in his own paper—for Pinkson is a pretty modest chap about his half-century of accomplishments as a newspaperman. So I am using my prerogative of guest automobile editor by having the "last word." This is one article Pinkson had no opportunity to blue pencil!)



LEON J. PINKSON

"Pioneered by Pinkson." These three words can be rubber-stamped across almost every completed or proposed project for the alleviation of Northern California traffic bottlenecks and parking problems.

Yes, Leon J. Pinkson, regular automobile editor of the San Francisco Chronicle, the dean of all automobile editors in the United States, has engineered highways, bridges, tunnels and underground garages... with a typewriter... and the influence of his forethought has helped ease traffic problems throughout the Nation.

Now on his way to Detroit on his yearly trek to the automotive center, the lovable "Pink" will be welcomed there by the innumerable friends he has made in the automobile industry in his more than 40 years as an automobile editor.

He has earned the friendship of these people, and the gratitude of everyone connected with the automobile industry—of everyone who drives an automobile—through a list of accomplishments unequalled by any journalist in the country.

Bayshore Battle

Realizing the future of automobile travel, as early as 1919 Pink launched an editorial campaign calling for the construction of a new six-lane highway to supplement the crowded El Camino Real south from San Francisco. He carried the campaign for six years before the State Legislature recognized the need and provided for the construction of what is now the Bayshore highway. When the Bayshore highway opened in 1929 the Motor Car Dealers' Assn. presented a set of resolutions to the Chronicle praising Pink for the fulfillment of his long and

constructive fight, and naming him "The Father of the Highway."

Anticipating the packing of downtown streets, Pinkson project was suggested an underground garage under Union Square in 1914—yes, in the Union Square Garage, the world's largest with car capacity and two stories underground, flying the banner, "Pinkson."

In 1948 a Distinguished

Citation was presented in New York by the Old Timers, a national

organization of motor car membership of more

Knowing how much he had contributed to the construction of bay bridges, the Chronicle reads in part,

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Guest Editor Ewald

—agency man pinch-hits for The Chronicle's Leon Pinkson, dean of U.S. automobile editors

Elimination of Countless Traffic Snags

—pioneered by The Chronicle's Pinkson

Union Square Garage

—pioneered by The Chronicle's Pinkson

Bayshore Highway

—pioneered by The Chronicle's Pinkson

Golden Gate Bridge, San Francisco Bay Bridge

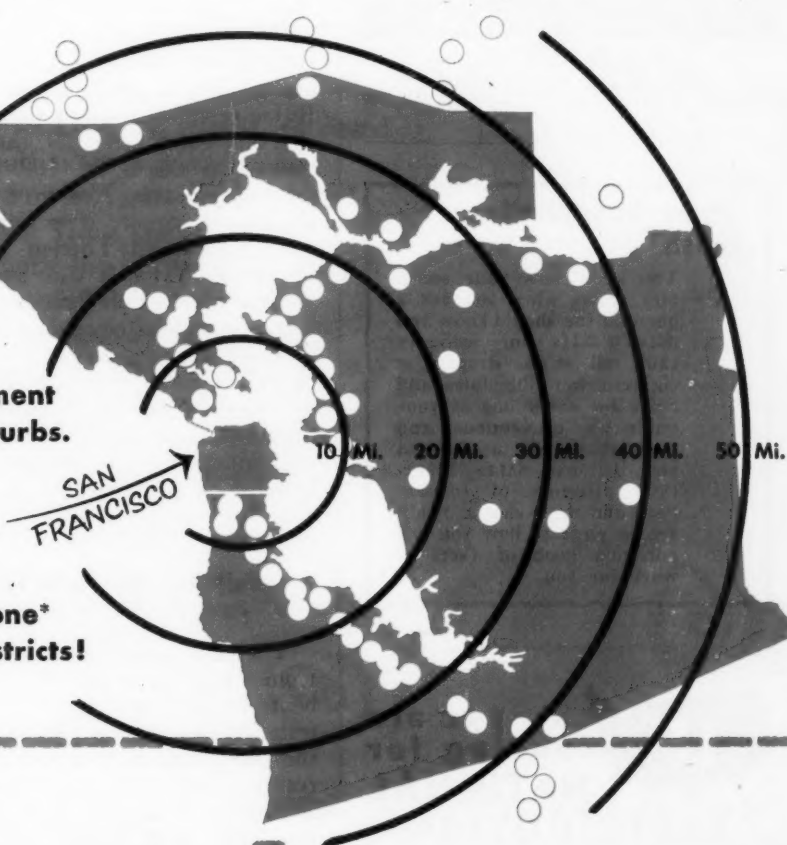
—pioneered by The Chronicle's Pinkson

Broadway Tunnel

—pioneered by The Chronicle's Pinkson

—as published
in The Chronicle

The Chronicle's "Best Circles" circulation is geared closely with today's market development pattern...the trend to the suburbs. And the character of The Chronicle selects for you the better-prospect, better-fixed families...throughout the 50-mile-radius Trading Zone* and in preferred City Zone districts!



The Chronicle

*Over 70% of market population...three-fourths of motor car registrations...are concentrated in Trading Zone

CHICAGO • PHILADELPHIA • DETROIT • ATLANTA • SAN FRANCISCO • LOS ANGELES

MARCH 1, 1952

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
364.123 DAILY • 293.426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Some Secretaries Blush

You know how your secretary reacts when you ask a question she should know and doesn't. If your secretary can't tell at the drop of a cigarette butt the dates and cities for every one of your industry's conventions and trade shows, she needs—and you do, too—SALES MEETING's directory of conventions and trade shows. You'll see on page 86 how you can put this book of facts to work for you.

IF... you are looking for NATIONAL DISTRIBUTION!

If you are a manufacturer, distributor, or ad agency man... it will pay you to get all the facts about quick, low cost national distribution produced by the direct-to-consumer sales method.

The services of our experienced merchandising staff are available at no cost or obligation to you... for initial planning, product and market analysis, copy assistance and follow through. Learn about this old and proven plan that can start thousands of sales-wise men and women working for you in 48 states... at their own expense. Write now to

OPPORTUNITY MAGAZINE

Dept. SM-25, 28 E. Jackson Blvd., Chicago 4, Illinois

fields, selling to oil men for the account of its distributor there. Also working with customers and others in emergencies, for lack of a part costing a few dollars, thousands of dollars can be lost in drilling or production.

Through this sales and service organization ByJac receives reports on practically every drilling operation and producing well in the free world. These reports cover prospects, drilling, depths reached from week to week, production where wells come in, or abandonment as dry holes, the tools and equipment being used by manufacturers. They are the basis for selling because, as development goes on, different kinds of equipment will be needed.

It is believed that some of the company's equipment has been used on virtually every oil well drilled the past 25 years in the world outside Russia, and that on all wells 90% of certain tools—drilling hooks, weldless links, tongs, elevators—are ByJac.

Foreign markets are covered by arrangements with other companies that have been in business longer than ByJac.

Before independence, in postwar India, the British Army needed pumps for a big defense project. ByJac supplied them on advanced design and quick deliveries, through its connection there, the 100 year old firm of Greaves, Cotton & Co. In the British empire it is linked with the 137-year-old London house of Hayward, Tyler & Co., and in the French empire with Pompes Guinard. These associated companies manufacture to ByJac designs, and are closely connected for engineering service.

The routine sales organization follows leads developed by advertising in technical journals and farm papers, handled by the Martin R. Klitten Co., Inc., Los Angeles.

Building the Field Force

The sales organization is recruited from college graduates who need not be technical men. After intelligence tests for ascertaining general abilities, they are assigned to various fields for training, and eventually find the type of selling in which they are most interested, and do best. It may be pumps, oil well equipment, well cementing, or "shooting" by the company's "jet" method, a recent development illustrating the frontier principle that stimulates research.

"Shooting" is done to perforate oil well casings and increase oil flow. Actual guns are lowered in the well

and fire actual bullets. But the jet method uses special explosives in a metallic liner which is converted into a jet stream of metal particles that penetrate the well casing at enormous velocities. The method is licensed by ByJac to other well shooting services.

This company was one of Bob Prescott's first air freight shippers, in the pioneer period when Bob came back from flying the China "hump," and started his Flying Tiger line in California with a single plane.

First ByJac shipment—an 8,500-lb. pump for the Trans-Arabian pipe line—was the typical emergency job that starts many air shippers. Flying Tiger flew it to New York, and connecting air lines took it from there.

This led to occasional air freight deliveries. Emergency still in the foreground. But China hump flying fitted right in with heavy equipment. Prescott had no inhibitions about weight, size, distance, fragility. If it could be got into a plane, he flew it.

Savings in Air Freight

Presently the salesmen were reporting that customers liked air deliveries. When costs were compared it was found that air transportation was economical in several ways. Crating was unnecessary. Damage in transit was eliminated. Stock equipment and parts could be flown to a branch plant to maintain assembling schedules. Field warehouse stocks could be eliminated, everything flown from one big yard at Los Angeles.

Air freight is now featured in ByJac sales literature because it strongly appeals to customers, fits into their schedules. A large tonnage is flown as a regular thing.

ByJac now has a plane of its own, fitted for carrying executives as well as emergency shipments.

Which is just about what Byron Jackson himself would have had—and would have loved. Right in his marketing pattern!

Certain times of the day and night are more valuable to salesmen than other times. I found that the golden hours between seven and nine in the evening when a man is relaxed at home with his family... are the price-less hours.

—Jack Wardlaw
**Top Secrets of Successful
Selling: Thought Plus Action**

SELECTIVITY—by circulation methods

Advertisers get two-way assurance of intensive readership by the right people in "U. S. News & World Report." Its "pocketbook news" analyzes the essential news for what it means to business and the professions. This news naturally selects and seeks out the people with the biggest stake in such news . . . high-income people of importance. Circulation methods are selective too: a six months' trial offer by mail, to screened lists of important people. Nothing else. No salesman calls, no premiums, no gimmicks. Important people *know* what they want without premiums or pressure. Only at the *end of the trial period* do they have the option of subscribing for one, two, or three years—*after* they've had the chance to *want* our magazine.

Class News Magazine

Newsstand circulation is equally selective. Although showing an 87% gain, it is still restricted to about 20% of the nation's newsstands, the blue-chip magazine counters in big business and better residential areas. Thus, the advertiser gets concentration among his important prospects, in every level of decision, about what he has to say or sell. He gets intensive and respected readership by busy people of responsibility—in management, production, development, sales, distribution, engineering, finance—in business, industry, government and the professions. That's one reason why 1951's advertising dollar volume in "U. S. News & World Report" was 53% ahead of the previous year. That's why "U. S. News & World Report" can produce results for you in 1952.

**U.S. News
& World Report**

magazine

FIRST IN ADVERTISING GROWTH

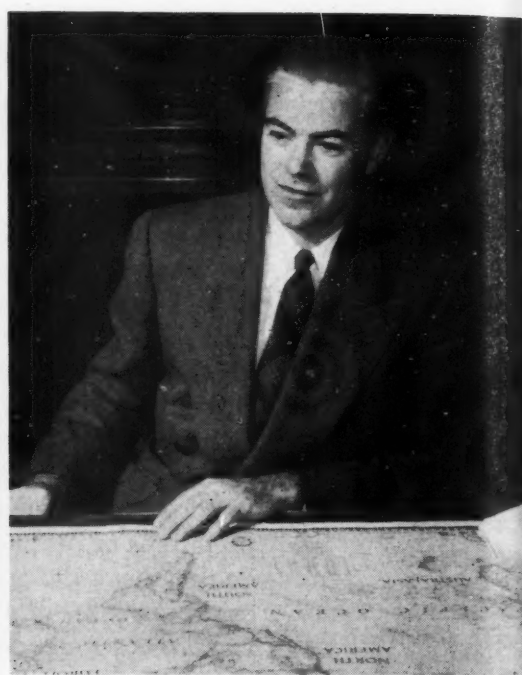
1951 Revenue Gain 53% Over 1950; Greatest in Its Field

FIRST IN CIRCULATION GROWTH

1951 First 6 months ABC Gain 23% Over 1950;
Greatest in Its Field



SALES STRATEGISTS—Willis E. Morgan, general sales manager, directs a force of 1,800 salesmen through regional and branch man-



agers in the USA; Ray W. Macdonald, export manager, keeps sales expanding through Burroughs' branches — from France to the Fijis.

"Total Sales" Take Over at Burroughs*

It's brought standardization of models, produced vigorous development of electronic computers, introduced a Customer Research Division, and brought about planned recruiting of college men for today's new kind of sales force.

BY LAWRENCE M. HUGHES

The new "total sales" approach of Burroughs Adding Machine Co., Detroit, involves finding and meeting the needs of millions of prospects in 70 countries of the world.

But Burroughs has made some progress in "standardizing" their needs.

A decade ago one man, at one work station, assembled a complete machine, involving perhaps 7,000 separate parts. An extra-special machine would be built to customer specifications. If this machine required parts not in stock, these were made by hand. Thus hundreds of "basic"

models became thousands of variations.

In 1947 the new management reduced the basic line from 582 "special purpose models" to 95 "general purpose models." In the next year three lines alone were cut from a total of 199 to 73 models. New tools and lighter-weight metals were introduced—and "mass production."

All machines, including old models still in use by customers, need a total of 70,000 parts, and in all plants more than two million parts are now made daily. But basic components are now joined on assembly lines.

Thus various types of machines are made in the same layout—and

Burroughs still can offer considerable "custom design."

The bulk of the parent company's volume is in accounting machines selling for \$650 and up.

"Standardization" and simplification of line has not slowed improvement of products and addition of new ones—and new facilities.

—The company now has eight factories in the U.S.—three in Detroit, three in Plymouth, Mich., Mittag & Volger, Park Ridge, N. J., Control Instrument, Brooklyn, and five elsewhere: in Windsor and Toronto, Canada; Nottingham, England; Strathleven, Scotland, and Paris. Nine of the 13 were built or acquired in the last five years.

Park Ridge and Toronto produce carbon paper and ribbons for the machines. These materials are the small unit, big volume "razor blade" part of the business.

Meanwhile, new machines continue to widen Burroughs' market. "For small business and all business," the company has introduced Sensimatic accounting machines: a "sensing" control panel "directs any four accounting jobs you choose, merely by shifting a knob." . . . Burroughs offers a new bank bookkeeping ma-

*Part II of an article in two parts. Part I appeared February 15th.



SALES AIDERS—William C. Sproull, advertising manager, directs a \$1.5 million program to win prospects in many industries, here and abroad . . . E. G. Welch, sales promotion manager, creates the ammunition to help Burroughs' salesmen meet specific needs in scores of industries, and H. F. Waite, market research director, helps to determine the sales potentials of company products.

chine; a typewriter-accounting machine which "cuts manual operations 50%, increases production as much as 100% . . . and an automatic ticket-issuing machine for railroads and others. . . . Throughout the world Burroughs salespeople now handle Bell & Howell microfilm equipment.

Then there's "electronics."

Electronics will have a larger role to play in Burroughs defense work in 1952.

Coleman cannot yet visualize the "all-automatic office." But he does believe that electronic and electromechanical computers soon may justify their cost for more businesses.

Since World War II, Burroughs Philadelphia laboratory has been creating the "machinery of tomorrow." Already, President John Coleman says, "We're getting benefits from a new type electronic calculator. We're working on larger installations for the Government. We're selling pulse control equipment to universities, laboratories and others."

From all this Burroughs may go into sound, light and communications.

In business the potential users of large-scale automatic accounting systems, he estimates, represent about 10% of the market. At the other extreme—about 20% of the market—are those who will continue to buy small mechanical desk machines.

The top 10%, with a large volume of standardized clerical operations

would want to take advantage of electronic techniques when they're ready.

But the practicality of these techniques for the middle 70% of the business market will depend both on cost—of purchase, maintenance and operation—and the extent to which "input" and "output" bottlenecks can be reduced in less standardized operations. . . .

Meanwhile, the "mechanical" market is yet largely untapped.

More Figures, More Business

In a decade the volume of the U. S. business equipment industry has climbed from \$300 million to \$1 billion. But the number of the nation's businesses grows 300,000 a year and their figuring problems faster still. Coleman emphasizes that businesses must use machines to make their eight million clerical people more productive. And under a controlled economy, householders, farmers, professional people—and the Government—find problems multiplying as their income is divided.

Executive V-P Eppert shows that, "with higher costs and taxes, businessmen no longer can afford the *luxury of being wrong!* They must control office unit costs as effectively as they do in the plant. Businesses today have only one adding machine for every five they need."

Management, Eppert says, should regard these purchases as sound capital investments to reduce current operating costs—and should encourage their supervisory people to make them. . . .

Burroughs has put greater knowledge of customer needs to work to speed the production process. Production goals in both volume and styles of machines is today based on marketing requirements as compiled by Market Research under Harold F. Waite.

Market Research is concerned with economic trends; then sales requirements, and then production requirements, based on both.

The Management Policy Committee gets quarterly forecasts of Burroughs' expected dollar volume—broken down into number of orders, units and dollars by types of products; inventory required, and unfilled orders.

By October 1, 1951, Market Research had made tentative sales and therefore production estimates of orders for the whole year 1952. On January 1, 1952, it completed specific estimates for 1952's third quarter production. Market Research works a half-year ahead on production and 12 to 18 months ahead on a tentative forecast of orders.

These forecasts, approved by Management Policy, go to Comptroller Lillis, who estimates profit. The difference between forecast gross revenue

and desired profit influences the development of Burroughs' budget.

Market Research has just formed a Customer Research Division. The major "answers" will probably be obtained by interviewers from an outside organization. Burroughs own staff will do some interviewing, and some will be done by mail. Waite also finds "pulse value" in salesmen's reports on "bugs and possibilities."

Today, at little cost, Waite says, Burroughs can learn in three or four months the probable "worth" of new products or major changes, in seven steps: 1. Products are suggested by Marketing, Engineering or others. 2. These informal suggestions go to Management Policy. 3. Market Research takes a preliminary look at them. 4. Engineering makes preliminary estimates of cost. 5. Market Research figures test marketing costs. 6. Engineering studies practicality of production. 7. Market Research begins formal market investigation. . . .

Burroughs has not been the only lone wolf in business equipment. For many years the members of this industry went off in as many different directions, jealously guarding their "secrets."

Trends Now Measurable

In recent years, however, they have found ways to pool their knowledge, and even to promote their joint progress as an industry.

Last May, for example, Office Equipment Manufacturers Institute (of which Ray Eppert was then president) published in newspapers its first cooperative advertising campaign. It coincided with the National Business Show in New York.

In the last three years, OEMI's Market Research Committee has persuaded members to release individual data on sales and orders. These data, covering 90% of industry volume, are handled on a confidential "key" basis at OEMI headquarters. Now, the industry and its members can measure their trends against a 1935-1939 base. Burroughs can tell how each of its major product groups is doing against the industry in each of the 556 counties where 90% of all business equipment is sold—and can set quotas for each of its 137 domestic branches against them.

A 10-year-old achievement of OEMI's Market Research Committee—helpful to many industries—was to get release of the vast store of data of Social Security Administration, Baltimore, on employment, payrolls and number of business enterprises—broken down by business

classifications for every county in the USA. OEMI initially financed the annual publication by the Department of Commerce. Plans call eventually for summaries by states with a marketing area map and an explanatory booklet.

Since Korea, the Government stopped release of these data.

OEMI members are now seeking to revive the project. . . .

In sales and advertising, the new Burroughs is now geared to make the most of its potentials.

Twenty-eight years ago, a new member of a current "All-Star Club" was 26-year-old John Coleman, who had helped to sell the Government \$1 million of machines to compute the first soldiers' bonus.

In the early '30's, for better service and for sales control, Burroughs replaced sales agencies with factory sales and service branches.

Until 1950 the branch managers reported directly to Detroit. Then regional managers were established for eight areas in this country: the Northeastern, at Boston; Atlantic, Philadelphia; Southeastern, Decatur, Ga., near Atlanta; Great Lakes, Detroit, two miles from Headquarters; North Central, Maywood, Ill., west of Chicago; Central, St. Louis; Southwestern, Dallas, and Pacific at Redwood City, south of San Francisco.

The regional offices combine sales, service, accounting, warehouse and delivery functions. Similar functions are performed in the 17 subsidiaries abroad. Maywood and Redwood City also have factories which produce roll paper for Burroughs machines.

A regional manager and regional service manager report to both general sales and general service managers. They work with the regional accountant (who frees branch managers for more selling and service); advise HQ on sales, pricing and other policies; recommend adding or withdrawing products or services; supervise an approved training program in the branches, and develop a regional promotion staff.

In addition to a national "sales promotion" or mobile task force of 35, who help regions and branches on their tougher problems, each region has five men in this work.

A branch manager directs all branch personnel; administers formal training and informal on-the-job training in salesmanship, products, applications, customer relationships, etc. On his regional manager's approval, he hires, reassigns and, occasionally, fires.

Between 1940 and 1947 Bur-

roughs' domestic sales force dwindled from 1,200 to 600 men. "Our problems," says Sales Manager Morgan, "first were to keep the men going and our customers served when we had a limited number of civilian products to sell. Then we had to meet a big backlog of postwar demand."

"Toward the end of 1947, when the competitive era began coming back, we hired 100 men. In 1948 we hired 500 and in 1949, 400. Since then hiring has been to replace our normal 10% a year loss."

Burroughs picks men carefully and trains them thoroughly.

"Sell the Method"

More than ever, they must have knowledge and experience and the kind of sales sense required to "sell the *method* and not the *machine*."

Always the company has considered first "good character" and then "selling type of personality." Accounting and sales experience have long been required.

Today's tyros also must be college graduates, with C plus or better average grades. ("B" students, Morgan points out, seem to develop better than "A." Maybe Phi Beta Kappa keys tend to swell heads!)

In 1947 Morgan wrote to presidents of 1,100 universities and colleges for help in recruiting 500 men. He outlined qualifications; told each president Burroughs would be glad to see his nominees "at our expense," and enclosed a brochure, "A Future for You in an Expanding Industry" and a copy of the company's current annual report.

The brochure answered the question, "Selling—is it a future for you?" Burroughs told of the growth of the business equipment industry and of itself; showed its scope in 76 countries from Finland to the Fijis; outlined the sales job, selection, training, opportunities.

The Burroughs man, the brochure said, engages in "selling in its highest form: (He) analyzes before he recommends . . . His ideas for helping his clients come first. Business equipment simply implements those ideas." His philosophy is "to render a service for mutual profit."

Some 600 colleges stirred their stumps on Burroughs' behalf. Today, college placement people are still recommending qualified men . . . Best response has come from the Big Ten and from other state universities.

Most men chosen have worked their way through college—and in

Daytime urging



Lady splurging



Sales curves surging



Soap is going right along with food products in enjoying the sales impact of *Daytime TV*.

KTTV Los Angeles, represented by Blair-TV, offers a splendid example of forceful Daytime TV selling in "Come Into The Kitchen." Over a score of big-name grocery sponsors participate in this show featuring home economist Freda Nelson. A relative newcomer, "Come Into The Kitchen" already reaches 37,060 sets (Pulse, Jan. 1952)—which makes it the #1 Daytime TV participating program in Los Angeles.

Cost? Only \$100 for a one-time participation—typical of the big results for small investment available in Los Angeles and in eight other important markets over Blair-TV represented television stations.

Your Blair-TV man has all the data on low-cost selling on Daytime Television.

Look at television in the light of DAY

New York, Chicago, St. Louis, Dallas,
Detroit, Los Angeles, San Francisco, Jacksonville

BLAIR
TV
INC.

Winston-Salem

**A GROWING MARKET
OF MORE PEOPLE
WITH MORE MONEY
TO SPEND
THAN EVER BEFORE**

**A 9-County Market
with
1951 Bank Resources
of
\$378,621,741.69
a 10-Year Gain
of 141%**

The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers in the South offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers completely blanketing an important 9-county segment of North Carolina.

YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

**WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL**
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

Oops, Sorry

Don't be sorry about missing an important event in your industry or allied field. Keep up to date on all business and profession meetings—both large and small—and know what's going on. Turn to page 86 and see how easy it is to have all the dates on all the meetings in all the cities all over the country.

World War II, most of them became officers. Their starting age at Burroughs has been 25 to 30. Three-fourths were then married and nearly half had children.

Although two-thirds of Burroughs domestic salesmen are young late-comers, average earnings of this entire group now exceed \$8,000 a year.

In the last five years, while company dollar volume doubled, unit volume rose about 50%. The difference has been due less to higher prices—which have increased only at about half the rate of wages and materials—than to the salesmen's ability to up-grade customers to new machines, which perform more functions faster. . . .

Burroughs Hires for Keeps

Burroughs hires for keeps. Excluding postwar additions, its salesmen have been there an average of 15 years. Each beginner is told that he does not face "an uneasy probationary period." Burroughs believes he will develop, Morgan says, and the company "throws its full weight behind him from the start."

Of 1,000 hired in recent years, 90% have stayed.

After a preliminary start in the branch, the newcomer is brought to Detroit for an intensive five-week course at Burroughs Training Center. Instruction is "realistic," in machine operation and mechanized accounting, and "individual," with one instructor for every four students.

Instructors are veteran salesmen brought in from various branches. (Morgan points out that "they learn in the process, too.") Thirty-two men are now trained simultaneously in Sales and 60 or more, from all over the world, in beginning and advanced Service.

The students live in a 120-room Burroughs Students Club, which is administered by Marketing but managed by a hotel man.

On "graduation," the new salesman returns to the branch—where he gets 15 weeks of follow-up training. He learns basic machine demonstrations; goes with an experienced salesman on calls; helps to install equipment . . . and then starts to make customer contacts on his own.

As he gets his own territory he finds that he is also on his own to meet the opportunities and responsibilities of it. Some men in the West and Southwest live 200 or 300 miles from their branches.

But wherever he works, he gets continuous guidance from his branch manager and continuous help from

the home office. Among "assists" are:

1. A large-scale advertising campaign in magazines and business papers—proofs of all ads in which are sent to him several weeks in advance of publications;

2. Brochures, folders, etc., on all products and their applications—including mail campaigns prepared by Detroit for his customers and prospects;

3. Technical literature for him to use as visual aids; and

4. Personal attention: Home office specialists stand ready to help him on problems ranging from advisory letters or telephone calls to on-the-scenes work on tough prospects.

Burroughs' men rarely leave to-day, or get fired, Morgan says. "There's little 'raiding' among the companies in our industry. We won't even talk to a man with a competitive company.

"Also, we want *ex-Burroughs'* men to think well of us. Before a man is released the branch manager does everything possible to assist him to get a new job."

Burroughs does not get all the salesmen together in national meetings. But all men in each region meet at least once a year. Coleman, Eppert, Morgan and other home office people address them.

Continue Sales Contests

Sales contests are being resumed. One of them—held in the Great Lakes region last summer and since extended to others—was a "Retail Derby," to dramatize to merchants their need for better figuring.

Among other attributes, the salesmen need patience and brawn. Business machines can be bulky and heavy. Their demonstration takes time. A salesman may spend an hour preparing for a demonstration in prospect's office, and another hour afterward reloading equipment.

Recently, in Boston, Burroughs introduced a "branch office on wheels."

It is an unusual person who can go into an interview — or even make an important telephone call — and

- (a) Remember points he wants to cover
- (b) Cover them in logical order
- (c) Be brief and stay on the main point

From "How I Raised Myself From Failure to Success in Selling" by Frank Bettger

The Wall Street Journal—*Reports*

CONNECTICUT PROSPERS most in New England these days.

In Hartford County, key industrial center, output is running 30% ahead of last year and only 20% below the peak production period of World War II. The Nutmeg State has snared over half of New England's military contracts.

United Aircraft Corp. is a big factor in the boom. By late 1952 it will have doubled its pre-Korean employment to 40,000 or about 10% of the state's industrial employment. Ever-expanding insurance companies need more space. Aetna Life will enlarge what is already one of the world's biggest office buildings and Aetna Fire is forced to convert a former iron foundry into office space. The Statler Corp. is building a \$5 million hotel in Hartford next year, one of the few new hostelries planned in the country.

PAGE 1
Dec. 27-51

Business is booming in Hartford County! Steady employment and high wages make this one of the best spots in the Nation to place your advertising.

This rich, busy County is dominated by The Sunday Hartford Courant. No other Connecticut newspaper, morning, evening or Sunday has so many readers. No other Connecticut newspaper ever covered so large an area, so thoroughly!

• FOR A BIG MARKET . . . USE A BIG PAPER

The Hartford Courant

MORNING

SUNDAY

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

MARCH 1, 1952

This converted, air-conditioned Dodge truck reduced preparation-and-leaving time to a total of 20 minutes. Parked before one bank, it drew eight v-p's, the purchasing agent, and various department heads. In its first six weeks this motorized branch called on 150 businesses, sold \$20,000 of machines, and won prospects for \$50,000 more.

Burroughs has already put more of them in operation.

Always there's the problem of reaching, individually, each of all who might buy.

Saving "Souls" Singly

Ray Eppert quotes a statement that Ralph Waldo Emerson once made of the ministry: "You don't save souls in batches. You save them one by one."

Salesmen, too, must do their "saving" singly.

In this country and Canada, and predominantly in other countries, Burroughs products are sold by its branch men direct to individual users.

Past sales are one way to determine which ones might buy. Burroughs has a record of all its machines now in use. About 10% of them are rebuilt models. The company encourages trade-ins on new machines. It doesn't hold back changes for annual models, but makes them as fast as possible, often two or three times a year. Because 60% of machines in use are under service agreements—free for the first year and annual fee basis thereafter—many changes may be applied to them.

This adds to good will. It may not speed replacement. . . .

Even Burroughs machines, however, sometimes wear out.

Meanwhile, there are the multitudes who haven't yet been personally propositioned by Burroughs. . . .

A "block" plan was initiated by Ray Eppert in 1945 to create closer control of sales operations and to comb postwar potentials thoroughly.

Salesmen by nature are tempted to concentrate on the larger or more "logical" prospects. But under the "block" plan a man must account for progress—or lack of it—with every potential customer.

A "block" is not always a single square. Among larger prospects, it may be one company and all its branches in one city. National Bank of Detroit, for example, is all one far-flung "block." Or it may be a line of business in one area.

In any case, Eppert shows, it should

be "sufficiently small to be transferred *in toto* whenever we choose to make territory reassignments.

"The block record system is intended:

"1. To establish a yardstick for measuring results under existing marketing conditions;

"2. To provide reliable data for setting up sales goals in accordance with an area's true potentials;

"3. To form a basis for developing quotas which can be supported—and which can be explained to the salesman in such a way that he will accept them as fair and right;

"4. To provide sales management with an operating tool which will help measure true results by individual salesmen and units; disclose weaknesses and indicate action needed to correct them; help to determine manpower requirements; give us a true indication of our competitive position in a territory; aid in setting up realistic budgets and adequate control over distribution costs, and provide, at the territory level, a powerful incentive to do a well-balanced, all-out selling job."

A block record shows performance in that block for each of the last 10 years. It carries a running report of month-by-month sales in number and amount of different classes of products—new, used and rented. It records the cumulative year to date, and at the bottom—with a description of the block—the individual salesman's progress in it, by quarters.

Soft Spots are Pin-Pointed

Each salesman gets his block share of total branch objective. He is given a quota for his whole territory and for each block. If he is showing up well in only 10 of his 15 blocks, either he is working the other five and not getting results, or he isn't working these five at all. "In either case," Ray Eppert says, "he can hardly object if the unproductive blocks are taken from him."

A red tab on each backward block tells where action is needed.

Due to this and other controls, guidance and stimuli, nearly all United States and Canadian branches exceeded quotas in 1951.

But Morgan emphasizes that to break quotas for 1952 "real salesmanship will be needed: Buyers have become more cautious and resistant. The salesman must work harder and canvass more closely. He must polish up on demonstrations, and cultivate and interest prospects with advertising before making calls. . . ."

In most of the rest of the world,

quotas are being cracked, too.

Burroughs first went abroad, to England, in 1898. But by 1928 the foreign share of total was only 14%. By 1946 it had run to 20%, and of total 1951 revenue, export represented about 26%.

Canada today is an important Burroughs market. Overseas, the largest volumes are done in Great Britain and Latin America.

But in the first half of 1951, the areas farthest ahead of quota were: Kenya Colony, 690%; Mozambique, 674%; India, 635%; French West Indies, 539%; and Spain, 457%. Others above 200% were Finland, Jamaica, Trinidad, Indonesia, Peru, Bahamas, Germany, Bermuda, Dominican Republic, Sweden, France, Salvador, Australia.

Decline of the Abacus

Thirty countries passed the 148%-of-quota average for all of them.

One advantage to Burroughs in intensifying its overseas efforts, John Coleman says, is that "we can keep 49 cents of our export sales dollar—as compared with only 18 cents of our domestic dollar." Profits come back in dividends, which are *not* subject to excess profits taxes. The 17 foreign subsidiaries are owned 100% by Burroughs.

The rest of the world—with 94% of the world's population—is learning to add with other things than an abacus.

Burroughs people regard the Marshall Plan as a good investment for all concerned.

In fact, Burroughs has launched its own "Marshall Plan."

The company completed in 1949 a big new plant at Strathleven, near Dumbarton in the west of Scotland. Supplementing the plant in Nottingham, England, it was built largely to provide machines for export customers who were short of U. S. dollars.

Here's how the management explained its operations to U. S. employees:

At Strathleven "we could assemble more machines of all types for our dollar-short customers, using parts made in U. S. plants. . . .

"Britain had to spend dollars for these parts. It was only reasonable that the British, struggling to overcome their own dollar shortage, should expect Burroughs Britain to *earn* dollars too."

Thus *all* manufacture of calculators was transferred from this country to Strathleven. These are sold around the world. U. S. and Cana-

CASES OF EDDIE DRAKE—thirteen half-hour mystery programs with Don Haggerty ("Command Decision," "Canadian Pacific") as rough-and-ready Eddie Drake and Patricia Morison as his girl.

pictures...

STRANGE ADVENTURE—fifty-two different fifteen-minute dramas adaptable also to twenty-six half-hour programs...mystery and suspense guaranteed to keep viewers on the edge of their seats.

HOLLYWOOD ON THE LINE—twenty-six quarter-hour simulated telephone interviews using the big box-office appeal of twenty-six big Hollywood stars to attract audiences for your sales messages.

THE RANGE RIDER—fifty-two half-hour films of the early American frontier starring movie heroes Jack Mahoney and Dick Jones...ready and waiting to shoot the works for your product.

VIENNA PHILHARMONIC ORCHESTRA—thirteen concert programs of classical and semi-classical music played by the world-renowned Vienna Orchestra, filmed in Vienna and Salzburg.

THE GENE AUTRY SHOW—fifty-two half-hour action dramas starring the greatest Western hero of them all...cheered by critics as "one of the hottest film packages in TV" and "wonderful news for TV fans."

WORLD'S IMMORTAL OPERAS—seven popular operas carefully edited for half-hour programming, with internationally famous voices; many programs with commentary by Olin Downes.

BETSY AND THE MAGIC KEY—two-hundred-sixty quarter-hour film fables with marionettes which open the door to a world of light-hearted stories and songs and of lovable, bright-eyed people.

HOLIDAY IN PARIS—thirteen half-hour musical variety programs produced in Paris especially for television, with continental and Broadway musical-comedy star Dolores Gray as the leading lady.

Available soon: **FILES OF JEFFREY JONES**

You ought to pack your customers in. And if you'll let us put you (and your sales message) in one of the CBS Television Film Sales pictures at the left, *you will*.

Because all of these pictures—created especially for television with top-quality programming and production—assure you of a huge audience...at a cost even your accountant will applaud.

And if you are looking for the one picture that will best reach *your* paying public, CBS Television Film Sales offers you as wide a variety as you will find anywhere.

But see for yourself. Just ask the CBS Television Film Sales representative nearest you for a private showing. Since each series is subject to prior sale in each market, we suggest you ask soon.

CBS Television Film Sales

New York, Chicago, Los Angeles, Memphis, San Francisco

Stop Us If You've Heard This One Before



It's about the Traveling Salesman who put up for the night at...You've heard that one? Well, here's one that bears repeating! In Greater Miami (Dade County), WIOD has an enviable record of more than a quarter of a century of community service and first-rate performance. And, as salesmen...we're tops with the *local* boys — the boys who can see the results day by day! For the details and the job we can do for you, too...just call our Rep — The Bolling Company.



JAMES M. LeGATE, General Manager
5,000 WATTS • 610 KC • NBC

Only One Station gives you

ANOTHER CUSTOMER
IN EVERY TEN



in Mid-America



KCMO

50,000 WATTS
125 E. 31st St. • Kansas City, Mo.
or THE KATZ AGENCY

KCMO reaches eleven radio homes for every ten reached by the next closest Kansas City station. That's a bonus that adds up. Get proof—get the facts on Mid-America radio coverage from the Conlan "Study of Listening Habits" in the Mid-America area. Parts 1 and 2 of the 3-part continuing study are ready. Write on your letterhead to

Get Your ART & PHOTO BUYERS' GUIDE

The March issue of ART DIRECTOR & STUDIO NEWS has the first national art and photo buyers' directory ever published. Over 70 different services listed—retouchers, letterers, designers, cartoonists, art and photo studios and reps, color prints, etc.

\$1.00 for Guide issue. Only \$2.00 for year's subscription (12 issues) to ART DIRECTOR & STUDIO NEWS to start with March Guide issue.

ART DIRECTOR & STUDIO NEWS
Dept. SM-1, 43 East 49th St., New York 17, N. Y.

dian sales branches take 90% of them.

"With these dollars, Burroughs Britain can buy the greater quantities of U.S.-made parts needed at Strathleven and Nottingham to assemble other types of machines for our world trade."

Although Strathleven created directly 1,500 new jobs in Britain, the number of U. S. production employees is 30% more today than when it opened.

Meanwhile, Strathleven's capacity is being doubled. A new factory has opened in Paris. Others are planned in other countries.

By creating "our own economic system," Burroughs believes it is contributing to the building of international trade—"while at the same time making our own operations more profitable."

The sales setup abroad parallels the regional-and-branch, direct-to-users system here under Ray W. Macdonald, export manager. In only about 10% of the world market does Burroughs sell through dealers. Nearly all managers and employees in each country are natives.

Home office executives supervise overseas operations. Market Research at Detroit helps to set sales quotas for 70 parts of the world.

And there as here, Advertising helps to open the doors.

Three R's Policy Still Holds

Burroughs does a lot of 'riting to provide persuasive reading for all its different kinds of prospects who must use 'rithmetic.

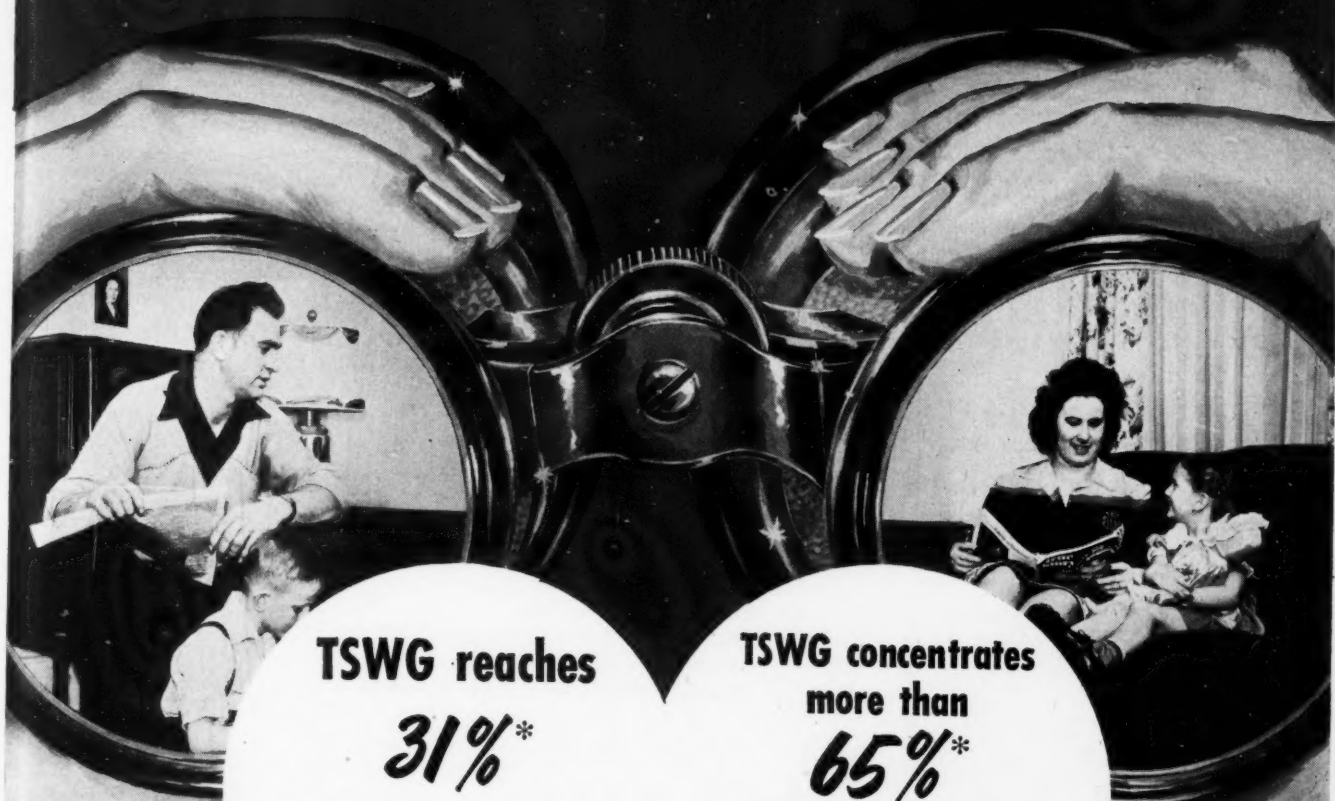
As compared with a *total* advertising budget of approximately half a million in 1940, reports Bill Sproull, advertising manager, the company now spends about \$1,250,000 in domestic and \$300,000 for foreign advertising.

Two postwar appointments were of Donald M. Smith to serve, under Sproull, as the first supervisor of export advertising, and of J. Walter Thompson International as the first export advertising agency.

"International policy laid down in Detroit," says Sproull, "extends through the international editions of *Life*, *Newsweek*, *Time*, seven editions of *Reader's Digest* and many other international media, to specific local media and locally-adapted campaigns in scores of countries."

In many larger countries, the local JWT offices work with Burroughs subsidiaries in market studies, budgeting, theme and media selection, and in advertising preparation and mer-

It pays to look
at the wage-earner



TSWG reaches
31%*
of all wage-earner
families!

TSWG concentrates
more than
65%*
of its circulation
in the rich
wage-earner
market!

TRUE STORY

MACFADDEN PUBLICATIONS, INC.
205 East 42nd Street • New York 17
Offices: Chicago • Boston • San Francisco

***One of the many outstanding facts
in the new Cincinnati Survey—
Ask your agency to get them all!**

JEFFREY L. LAZARUS, aren't you glad you built those escalators?

Those traveling stairs certainly make shopping at Shillito's even more pleasant. And look at the traffic they carry! You have every reason to be proud of this latest improvement in the Shillito branch of the Federated family, Mr. Lazarus, one more step in a continuing program to make shopping more fun for Cincinnatians. And we have every reason to be proud of the fact that Southern Ohio's largest department store places more advertising in the Times-Star than in any other daily newspaper. In Cincinnati, it's the Times-Star.

**"BAD WEATHER...
So what?
SHIP EMERY!"**

You can depend upon
**the world's fastest
transportation system**

For all Air Shipments—Inbound or Outbound
Call for Immediate Pick-up
24 hours a day...Sundays and Holidays, too!



EMERY AIR FREIGHT CORPORATION
Offices in all principal cities in the U. S.
Consult your 'phone book

chandising. In others, locally-sponsored dealer campaigns are handled by Burroughs and JWT from Detroit.

Copy for the Sensimatic accounting machine, "for small businesses . . . for all business," becomes in Paris, "pour toutes entreprises . . . petites ou grandes." And in Buenos Aires, "4 'master' minds instantly on call," is simply "4 'mentes maestras a su servicio inmediato.'" . . .

In all advertising, Sproull explains, "we start on the assumption that no one will walk in and buy business machines. The only way to get the order is through the salesman.

"But advertising and promotion provide both education for the prospect and ammunition for the salesman. We try to bring our ads down to cases—with examples of use and proof of profit from using—to make the prospect want to see a machine.

Of the \$1,250,000 domestic budget, about half is commissionable through Campbell-Ewald Co., Detroit, Burrough's agency for many years. Some \$500,000 goes into general and executive magazines, and \$100,000 into business and trade papers.

Many Appeals Hit Many Fields

In the latter, appeals are shaped to fit widely-varying fields. Last August the scope of Sensimatic advertising, for example, was widened to include 50 papers with 600,000 subscribers in 20 lines: accounting and auditing; automobile dealers, banks, cities, chain stores, credit unions, defense activities, department stores, fuel dealers, government, hospitals, hotels, industrial, office management, professional, public utilities, savings and loan, schools, services, and trucking.

But for even wider and sometimes double impact, Sensimatic also is promoted in *Business Week*, *Newsweek*, *The Saturday Evening Post*, *Time*, and *U.S. News & World Report* . . . An adding machine campaign runs in *Life* and the *Post* . . . Recently, Burroughs has run several advertisements in farm publications.

Prior to the end of World War II, Burroughs advertisements in general magazines were infrequent. Advertising was aimed mostly at top management. Today, advertising embraces not only top managers but department heads and purchasing agents—and machine operators.

Shortly after the war, Burroughs ran a newspaper campaign—a series of three quarter-page ads in 187 papers in the 137 branch cities, to announce availability of its machines, at low prices.

Its own wider scope in products and services has led to playing down the "adding machine" in the corporate name and playing up a big white "B" in a red circle and the slogan, "Wherever There's Business There's Burroughs." The "B" introduction coincided, in April, 1947, with the launching of its largest consistent magazine campaign. A "B" tag also has been adopted for all products.

Direct mail opens specific doors. Before publication of, say, a Sensimatic ad, salesmen are asked to order "the new direct mail campaign (S 1003 and S 1005) sent to your prospects. Leave blotter S 1004 on calls. Use Portfolio S 1006 to help clinch the sale."

Available also are carefully-built sales-aid "packages" — periodically brought up to date—on industries ranging from insurance to mining. One direct mail campaign in 1951, for Microfilm, covered 120,000 prospects in 100 lines of business.

Another uncovered the possibilities of credit unions. A list of 13,500 of them became the basis of a big portfolio. In addition to a breakdown of credit unions in each branch area, the portfolio included general information about these operations. Burroughs has always done a big business with banks.

Today, it promotes 11 different applications in 17 banking papers. And because bank services are quite standardized, it goes to some trouble to give individual banks something special to talk about—providing sample ads and other material for banks to show their customers the advantages of Burroughs equipment.

Sales Promote Freedom

The company's oldest consistent "medium" is *Burroughs Clearing House*. Circulation of this 35-year-old monthly magazine now approaches 85,000. All told, U. S. banks got 50,993 copies regularly. Canadian and foreign banks, savings and loan, investment and other companies made up the rest. *Clearing House* now has two to four times the circulation of the two other leading banking magazines. . . .

With "total sales" sparking all the functions, John Coleman hopes the results will lead not only to Burroughs' continued growth but to constructive freedom for a great many more people. He concludes:

" . . . Our richest resource is the capacity of people for imagination, judgment and original thinking."

FARM MAGAZINE EDITING

Country Living

MARCH, 1952

FEATURES OF *Country Living*

Home Building &
Remodeling
Home Furnishings &
Equipment
Interior Decorating
Gardening
Outdoor Living
Recreation

Travel
Successful Family Profiles
Foods
Fashions
Beauty
Handicraft
Family Health
Child Care

Children's Department
Teenagers' Department
Rural Youth Organizations
Rural Women's Clubs
Community Projects
Religion
Inspiration
Shoppers' Section

"Show The Buyer What Your Product Will Do!"

It's just that simple . . . the sales approach developed by Wynn Oil Co. to build an international business on additives that improve motor performance. The basic demonstration is standard practice for the 1,000 self-financed salesmen who represent Wynn coast to coast.

As told to James H. Collins by
CARL E. WYNN
*President, Wynn Oil Co.**

Five years ago we had a single product, a friction-proofing oil additive, which we were demonstrating to service station people in the Los Angeles area. When they were convinced, as we claimed, that it made a car run better, and with economies, and would also sell more gasoline, lubricants and service for them, they stocked it for motorists. They sold it by a simple demonstration.

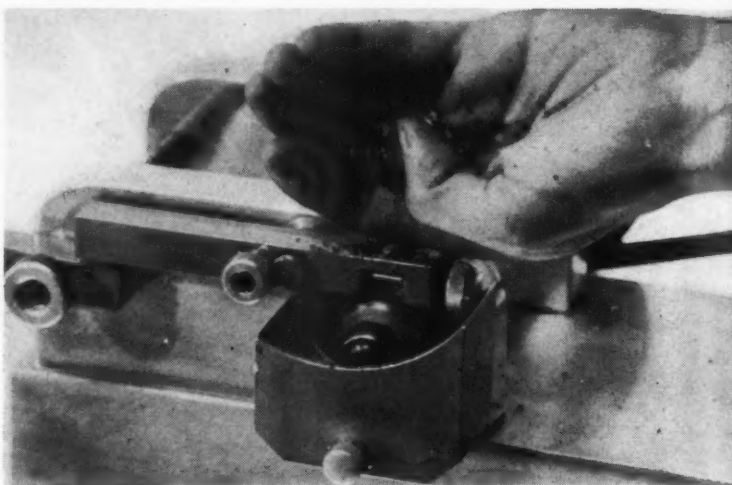
Today we have three additive products. We are now doing a national business through our own specialty sales force of more than 1,000 salesmen, directed by our state distributors, all of whom are in business for themselves. These distributors have all financed themselves. All started from small beginnings, in virgin territory, and put others in business, following a pattern that grew out of our own business.

*Azura, Calif.

What is it? Answer: A demonstrator.



Isn't very interesting, is it?



Yet it's the heart of prosperous business!

This is a sales organization with about half a dozen salaried salesmen. The men have come to us because they were attracted by our way of doing business. We have a waiting list.

We believe that ours is a unique sales organization, built upon the ambition of the right caliber of men to be in their own businesses. We have eliminated for them the hazardous steps of developing products, have made it possible for them to start with modest capital, and have put their sales ability directly to work.

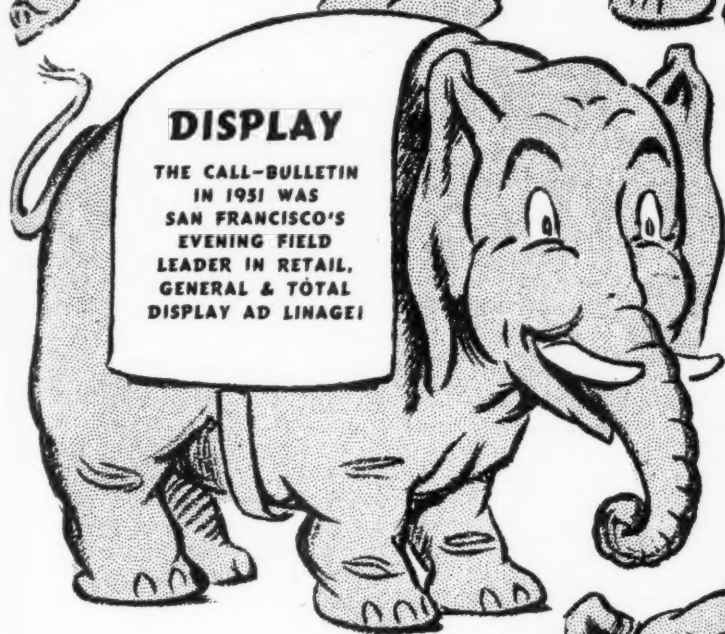
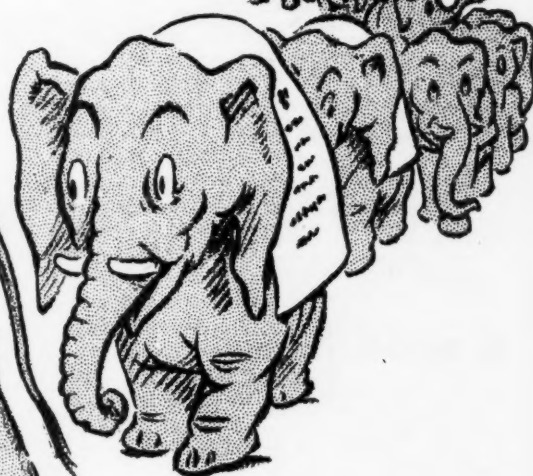
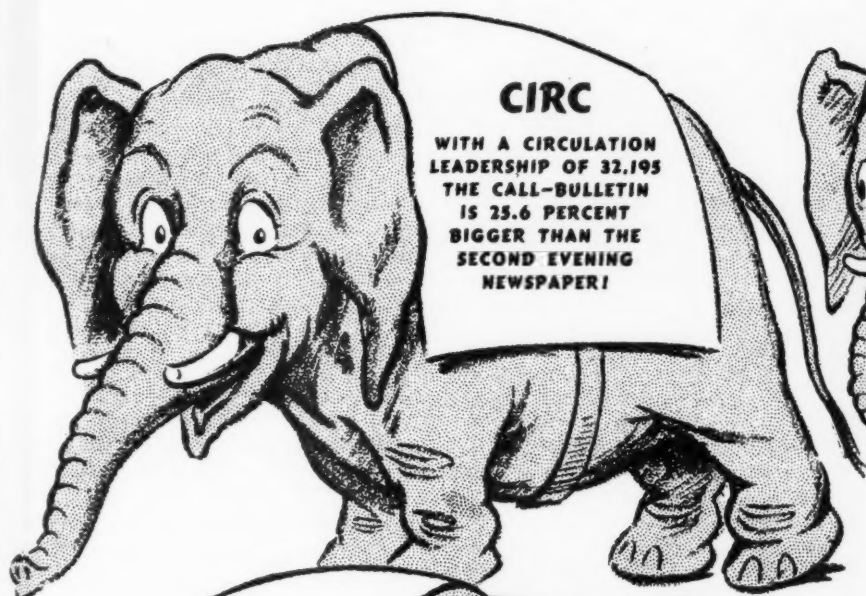
Oil additives are fairly new to motorists and many power users. Our line includes a friction-proofing gasoline additive that improves engine performance by freeing valves, rings and the "upper cylinder" of carbon; a crankcase additive, and a bearing and gear additive that improves lubrication.

Before the war members of my family, including my father, Chestien Wynn, now retired, developed our friction-proofing additive formula. Our start in business was not made until after the war—and was a home garage venture. When we needed larger quarters our entire stock was easily moved: We had just two barrels.

Additives were used in military service and had become known to servicemen. To build a civilian market, we knew that people would have to be shown what additives would do. The largest market was among motorists. And with the high car ownership in the Los Angeles area, the market was right at our door.

Our first step was to prepare a demonstration kit which included a small machine which could be taken into a service station, plugged in and operated, to show how an additive, put in with lubricating oil, would

JOIN THE PARADE IN SAN FRANCISCO

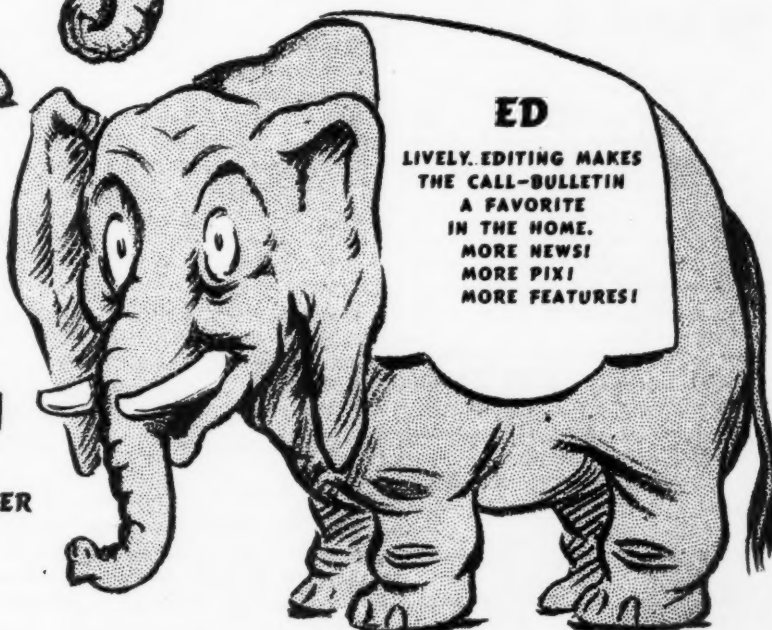


Call-Bulletin supremacy is not a one-elephant parade. It's a complete line-up of leadership. In circulation! In advertising supremacy! And in editorial alertness! Parade your product into San Francisco's homes with the home-going Call-Bulletin.

WITH THE HOME-GOING CALL-BULLETIN

SAN FRANCISCO'S FRIENDLY NEWSPAPER

Represented Nationally by
MOLONEY, REGAN & SCHMITT, INC.



MARCH 1, 1952

It's good

business practice to keep up to date and well ahead on what's happening in your own industry and allied fields. SALES MANAGEMENT subscribers can gear their sales organizations to the events in their industries to make them as productive as possible.

to know

about all the conventions, trade shows, expositions and fairs — covering all industries, professions and businesses — keep a copy on hand of SALES MEETING's Directory of Conventions and Trade Shows. It has dozens of uses and costs just \$5 a year if you are a SALES MANAGEMENT subscriber.

a good thing

about this complete directory is that it is easy to use and can be used so many ways. Here are a half dozen uses (you'll probably find more) for the directory:

1. Plan your exhibiting program to include the best of all the events in your industry.
2. Coordinate your sales program with major conventions and trade shows in your industry.
3. Schedule your salesmen to be in cities where important events are planned.
4. Route your salesmen to keep out of cities that are jammed with conventions not important to you.
5. Coordinate your sales meetings with major events in your industry.
6. Plan sales meetings at times when you don't have to compete for facilities with other conventions.

but better

than list additional uses for this directory, suppose we enumerate the data found in this volume of advanced dates: 1. It tells you in what city an event is planned; 2. the name of the sponsoring group; 3. whether commercial exhibits, trade show or exposition is planned; 4. estimated attendance; 5. the name, title and address of executive in charge; 6. whether the group is national, regional or state.

to have it

in your desk when you want the date and place of all conventions and trade shows, order your copy of the directory now. It is issued quarterly and there is no duplication of entries from one quarter to the next. Each issue brings you the most recent plans from the nation's association headquarters.

Subscription Manager

SALES MEETINGS

110 The Essex
13th & Filbert Sts.
Philadelphia 7, Pa.

Please enter my subscription immediately for the Directory of Conventions and Trade Shows, issued quarterly at \$5 a year for subscribers of SALES MANAGEMENT only.

(NAME)

(TITLE)

(COMPANY)

(ADDRESS)

(CITY) (ZONE) (STATE)

☐ check enclosed

☐ Bill

improve running and reduce friction. This machine had a cup corresponding to the crankcase, shaft and bearing of an automobile. As it ran, the demonstrator poured in oil, and then the additive. Running was visibly improved. Savings in oil, gasoline and repairs were explained. Then abrasives were poured in, and dry ice and an acetylene torch were used to demonstrate that grit and extremes of heat and cold did not affect the running.

This original Wynn kit is used today by all our distributors and their salesmen. It has recruited nine out of 10 men in our organization. Like the picture of the Chinese proverb, it is "worth a thousand words." In fact, our men have discovered that no verbal presentation can produce results as the machine does. It instantly gets attention, proves our claims and, most important, shows service station people how to demonstrate additives to the motorist, and increase their sales of gas, oil and service.

We devised this machine because efforts to sell large oil companies had been discouraging. To start by selling companies with many service stations seemed to be the logical way—but it was not. The road to our market was through the thousands of individual service dealers. Using this demonstration, our salesmen have set a distributive pattern. We now have at least 100,000 service station, garage and new car agency outlets, but we have no formal sales agreement with any major oil company, and our sales through their chains are negligible.

Sales Now International

Typical of the Wynn pattern was the recruitment of our first distributor, Bill (W. K.) Kessig, who covers Southern California. Father showed Bill what an additive would do while he was working on his formula. Bill remembered all through his Navy service. While we were still in our garage factory he asked for territory and went into business for himself.

Our first distributor outside the home area, Harold Bockes, was sold after seeing the machine demonstrated. He asked for Iowa, and that gave us the first idea of becoming a national concern. Until then Southern California seemed large. Bockes sent us our first carload order. He now has Iowa and Nebraska.

We now have about 40 distributors covering the United States, either by states or state groups, or metropolitan areas. We also have distribution in Alaska, Hawaii, Canada, Cuba and

Europe. With their sub-distributors they add up to more than 1,000 specialty salesmen.

These salesmen have come from many walks of life, including selling. They have come out of service stations from the automotive, oil, manufacturing, retail and construction fields. Where they come from does not matter. We select them for their ambitions, industry, personalities, their desire to be in business for themselves. They are trained in management as well as in selling. Our organization morale is kept high through our regional sales managers, our Wynn News Letter, and yearly international distributor sales meetings, one of which was held in Miami last November.

Each distributor holds exclusive territory under contract. He in turn contracts smaller territories to his sub-distributors. In all cases these men have financed themselves. What we do is to provide them with products that sell, and train them in sales methods that will bring success if they work. This is worth more than any credit we might extend.

Volume Gains Rapidly

They have all started the same small way. One man had difficulty in finding quarters in his chief city, so he started in an outlying town. Another man closed his first sale in a barber shop, while having his hair cut, waiting for businessmen to get back from lunch. Asked about the machine he carried, he plugged it in, made several sales, and won over the town lighting plant as his first steady customer.

Four successive years our own sales have increased approximately 60% each year, but that is not the way we figure growth. What counts is how much more gasoline, and service, how many more "lubes" did our service station retailers sell after demonstrating our products.

Our three products are packaged for a related sales job in the service station. One product will sell the others. Any one of them can be used to sell gasoline and lubes with service.

For example, the gasoline additive is packaged in a size to treat a full tank of gas. A motorist drives in for the usual five gallons; the attendant hands him a circular describing Wynn additives, and he sees a rack display. "Wynn's additive treats a full tank—I'll fill her up for you," says the attendant. They can be the basis for selling a crankcase additive, with oil change, and a bearing-gear additive with a grease job. Our products even

sell specialties such as oil filters.

This kind of merchandising gives us better than the present TBA score, which is \$167.17 in sales of tires-batteries-accessories for every 1,000 gallons of gas. We find that Wynn additives are selling \$346.15 per 1,000 gallons, figures developed by an analysis of service station sales tickets during our 1951 promotions. The promotions, of course, gave us that high score. The figures show how dealers profited.

Our additives are non-competitive with those of oil companies. Package sizes do not subtract from oil and gas sales—they sell more. They bring their own profit to the dealer and increase his volume. We also handle products of Wynoil Laboratories, a hand-cleaning cream for automotive workers, and "Dri-Power," a product that absorbs moisture in gasoline, cleans carburetors and stops rust. This company is owned by Clarence M. Wynn.

Stressed in our marketing policy is consumer advertising. We strongly believe in advertising. Company principals have yet to take profits from the business, because as much money as possible is turned back into advertising. During 1951 we spent approximately \$500,000. Our 1952 program includes local promotion in newspapers, outdoor boards, radio and television, and national promotion through sustained schedules in *Life*, *Look*, *Collier's*, *The Saturday Evening Post*, *True*, *Country Gentleman*, *Farm Journal*, and *Progressive Farmer*, as well as a group of dealer publications. Advertising is handled by the Los Angeles office of Batten, Barton, Durstine and Osborn.

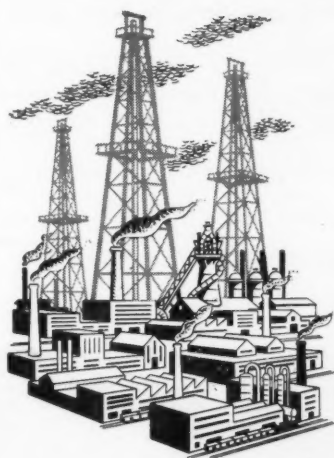
Showmanship in Promotion

Our first advertising was scheduled in newspapers, because of their local merchandising value, to help distributors build service station outlets. The possibilities for increased gallonage were publicized in dealer papers, with dealer testimonials on results. By the middle of 1949 we were ready for national consumer advertising.

Demonstrations for crowds play a large part in helping dealers secure accounts, and in promoting consumer sales for dealers. We contrive dramatic stunts, such as flying a plane, friction-proofed with additives, without oil; sinking a friction-proofed motor in the ocean for weeks, and then running it to show that it was not affected; driving friction-proofed automobiles with oil below level, we

More Natural and Coke Oven Gas

Now Used in Birmingham District than Greater New York



SOUTHERN NATURAL GAS COMPANY—headquarters Birmingham—has increased its system's capacity more than 175% in the past five years. This Company transports natural gas to Alabama and adjacent States. Alabama Gas Corporation, a subsidiary, distributes this gas to the Birmingham district and 32 municipalities in central Alabama. It also distributes coke oven gas, produced in Birmingham, to users in this area. Construction of 109 new coke ovens by Alabama By-Products Corporation, Sloss-Sheffield Steel & Iron Company and Republic Steel Corporation will increase this coke oven gas supply 33 1/3% by early 1952.

Christopher T. Chenery, Chairman of the Board of Southern Natural, has cited these reasons for his Company's great growth:

"Our Company's expansion mirrors the spectacular advance of the Birmingham district and our markets in the Southeast. Our section has become one of the country's important industrial areas. Transition from a cotton-dominated region to one of diversified industry and agriculture has been an outstanding factor in its economic progress. This has helped create a buying power that today absorbs a steadily increasing volume of manufactured goods. Growing purchasing power of the colored population has likewise been most important. Their living standards have risen remarkably fast. Our Company foresees acceleration of the present industrial development throughout our territory. This is why we have projected a further long-range program to provide additional capacity, far exceeding that we have today."



Central district of the Southeast is Birmingham. The Committee of 100 or any of the undersigned members of the Executive Committee will welcome your inquiries for specific, confidential data regarding the advantages of this district for your plant, office or warehouse.

BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.
Executive Committee

Gordon Persons
Governor
State of Alabama
Bradford C. Calcord
President
Woodward Iron Co.
John S. Coleman
President
Birmingham Trust
National Bank

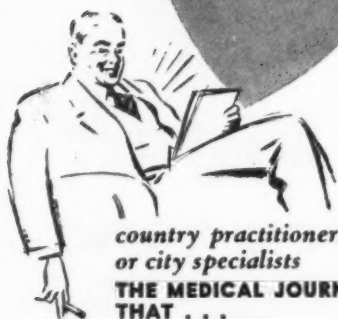
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Engel Companies
W. W. French, Jr.
President
Moore-Handley
Hardware Co.

Clarence B. Hansen, Jr.
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Co. of Alabama
Marvyn H. Sterne
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Steel & Iron Co.
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First National Bank

O. W. Schanbacher
President
Laveman, Joseph &
Loeb
A. V. Wiebel
President
Tennessee Coal,
Iron & Railroad Co.

first in the Hearts of Medical Men



country practitioners
or city specialists
**THE MEDICAL JOURNALS
THAT . . .**

REPORT the
LOCAL
NEWS

VOICE THE
DOCTOR'S OWN
VIEWS

Tell your sales story to physi-
cians in the eagerly-read, every-
member

STATE MEDICAL JOURNALS

34 State Medical Journals
covering 39 states. One con-
tract, one invoice for all. Cut
the campaign to suit your
cloth... Use our Space Bud-
gets—
READY NOW!

ALABAMA, Journal of Med. Assn. of
ARIZONA Medicine
ARKANSAS, Med. Society, Journal of
CONNECTICUT State Med. Journal
DELAWARE Med. Journal
DISTRICT OF COLUMBIA, Med. Annals of
FLORIDA, Med. Assn. Journal of
GEORGIA, Journal of Med. Assn. of
HAWAII Med. Journal
INDIANA, State Med. Assn. Journal of
IOWA, State Med. Journal of
KANSAS, Med. Soc. Journal of
KENTUCKY Med. Journal
MAINE Med. Assn., Journal of
MARYLAND Med. Journal
MICHIGAN State Med. Soc. Journal of
MINNESOTA Medicine
MISSOURI STATE Med. Assn., Journal of
NEBRASKA State Med. Journal
NEW ENGLAND Journal of Med. (Mass., New Hamp.)
NEW JERSEY, Journal of Med. Soc. of
NEW ORLEANS Med. and Surgical Journal
NORTH CAROLINA Med. Journal
OHIO State Med. Journal
OKLAHOMA State Med. Assn., Journal of
PENNSYLVANIA Med. Journal
ROCKY MOUNTAIN Med. Jour. (Colo., Utah, Wyo.,
New Mex., Mont.)
SOUTH CAROLINA Med. Assn., Journal of
SOUTH DAKOTA Journal of Med.
TENNESSEE State Med. Assn., Journal of
TEXAS STATE Journal of Med.
VIRGINIA Med. Monthly
WEST VIRGINIA Med. Journal
WISCONSIN Med. Journal

**STATE JOURNAL
ADVERTISING BUREAU**

of the American Medical Association
535 N. Dearborn Street
Chicago 10, Illinois

enter motor races (In 1950 our fric-
tion-proofed car won at Indianapo-
lis.); set up demonstrations at state
fairs and other places. These stunts
are planned with the close coordina-
tion of all our distributors, so that
the impact is felt in each territory.

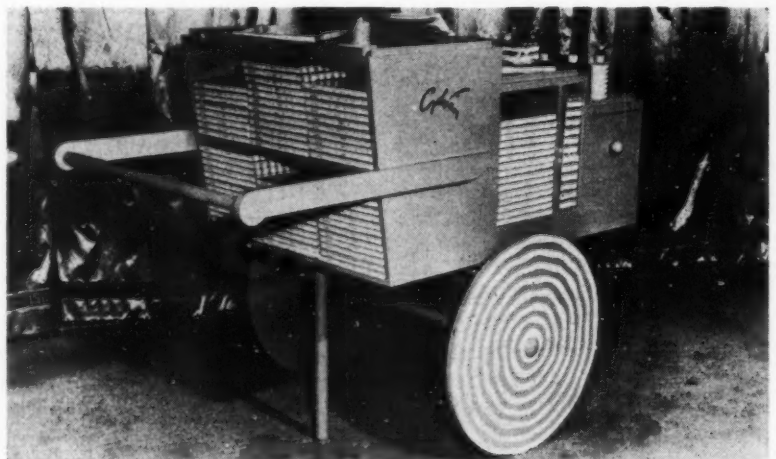
Our training and supervision of
distributors goes beyond selling, be-
cause these men themselves have train-
ing and supervision problems. They
are executives who must allot sub-
territories. Population and car regis-
trations indicate only part of the po-
tential consumption in a given area,
because there are farm, industrial and
other markets. One salesman will do
well in a certain trade, others in dif-
ferent lines.

We have used SALES MANAGE-
MENT Survey of Buying Power from
the first, selling in home territory,

then in outside territories. These
statistics show the potentials upon
which to base distributor territories,
then show the distributor how to
assign sub-territories, and show all
of us where more volume is waiting
to be developed.

The morale of such an organiza-
tion is high, and must be kept high
by yearly meetings during which we
hold panel talks and discussions on
hiring, training and stimulating sub-
distributors and salesmen.

We believe our organization is
unique because five years ago the ma-
jority of these men were on other
peoples' payrolls. Although they had
aspirations, the prospects for going
into their own business were vision-
ary. Today, brought together, with
their families and employes, they
would make a good-size community.



From the Curbstone to Women's Wear

The old-fashioned, high-wheeled pushcart is still used successfully
by curbstome venders to sell apples and bananas and, occasionally,
fish. But now the cart steals away and moves indoors, courtesy of
Adrian Stockings, Inc., which has thoughtfully silkscreened its signa-
ture on three sides of the vehicle.

The blue and white cart serves as a complete stocking and leg
beauty department, holds 118 boxes of hosiery—plus accessory items.
It has a built-in cash box which can be locked, a shelf for paper
bags and a slot compartment to house inventory control slips as sales
are made.

Unlike the old-fashioned carts, this one isn't meant to be wheeled
about; in fact, it can be used in the smallest shop as a compact point-
of-purchase merchandising unit, thereby solving space problems.

It's manufactured by Minic Display, 503 East 72nd St., New
York, and may be purchased by writing directly to that firm, or to
Adrian Stockings, Inc., 350 Fifth Ave., N. Y.

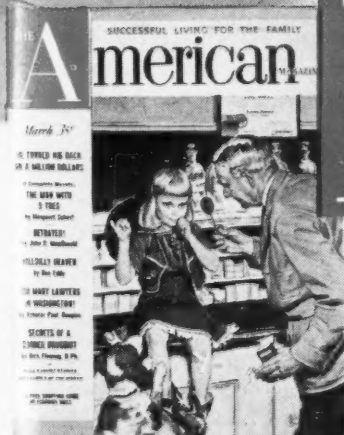


Where the butcher knows the baker—Where housewives pass household hints from porch to porch—It's good marketing for an advertiser to get his own roots deep down into this rich sub-soil.

Every month The American Magazine's unique and wholesome Family Service segregates for advertisers more than 2½ million solid American families who—geographically or psychologically—live in Hometown America.

Because it serves them, because it reflects their ideals, because it has faith in them, these Hometown families make The American Magazine their best-liked, most-trusted publication.

And note: that Hometown America is the wholesaler's best market—that The American reaches more than 2½ million families, 2% bigger, 9% younger, with incomes 38% higher than the U. S. average—that therefore, in The American Magazine, your advertising costs less because it lives longer and grows deeper.



THE
A

merican
MAGAZINE

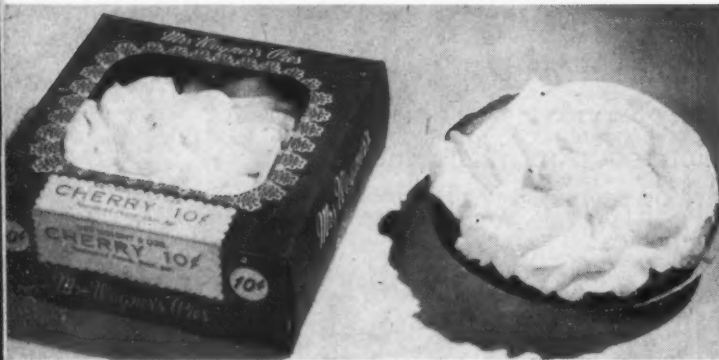
*The Family Service magazine
for Hometown America*

The Crowell-Collier Publishing Company, 640 Fifth Avenue, New York 19, N. Y., Publishers of The American Magazine, Collier's, and Woman's Home Companion

MARCH 1, 1952



BUBBLING MOTIF . . . product information and instructions for using the My Ko Chemical Corporation's Spong-A-Fom are right where they should be—on the package. Sponges, dolled up in bright red and white printed Plio-film bags, have easy-to-use appeal. Four sides of the package are printed, totaling a full description of the household cleaning chores a soap-filled sponge can do. Choice of four pastel colors. No shipping problems, no display problems. Packaged by Milprint, Inc., Milwaukee.



TO GLORIFY THE PIE . . . and protect it against dirt and shipping damage, Wagner Baking Corporation packs "Mrs. Wagner's" culinary creation in this handsome container. Customers can eye the pie through carton's transparent window, work up a buying urge. Carton permits high-speed filling by machine instead of by hand, which saves time in packing. At the tail-end of filling operation, the blank space on the carton is imprinted with the variety of pie enclosed. Made by the Eastern States Cartons Division, Brooklyn, of the Robert Gair Co., Inc., New York.

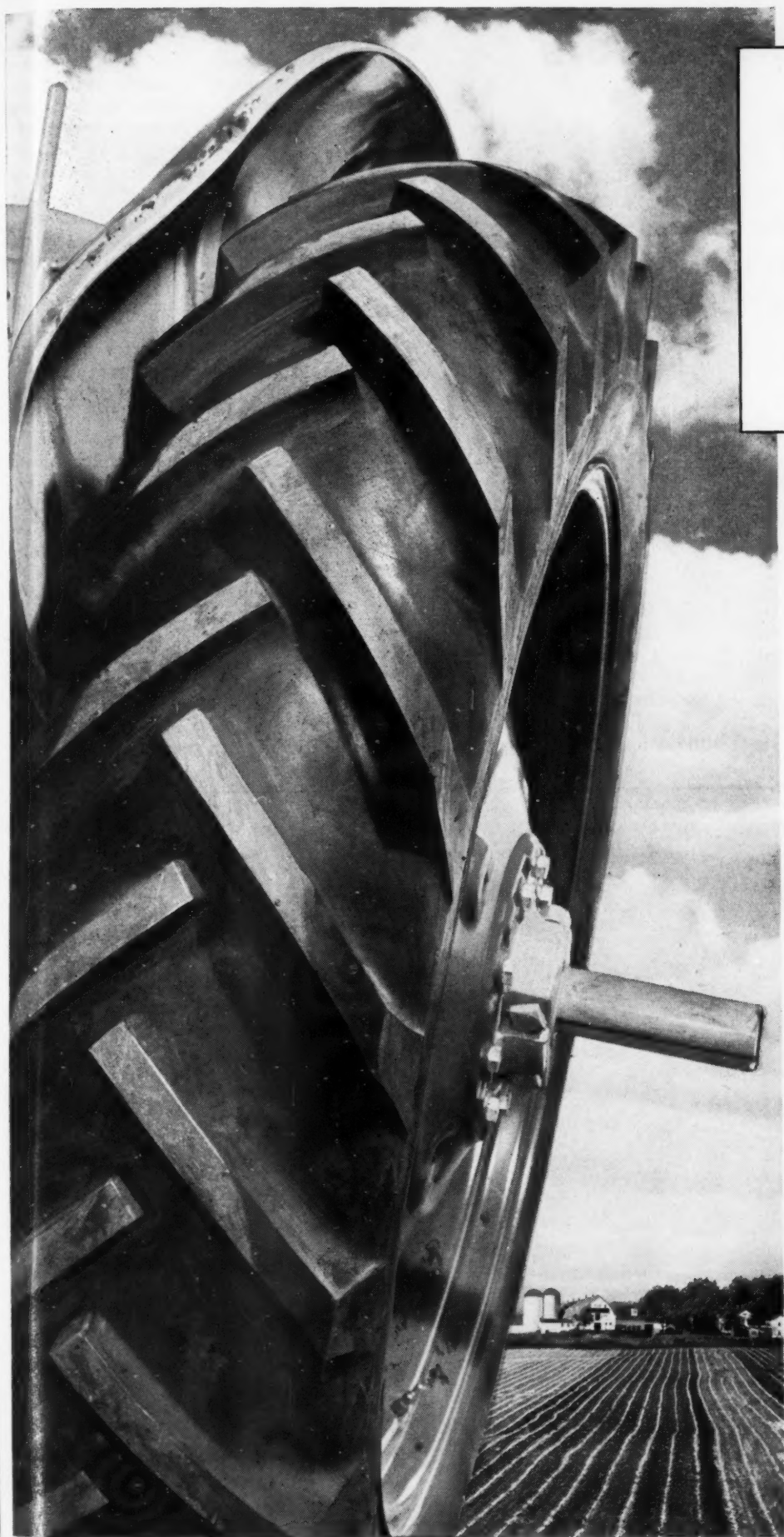


Packaging to Sell

GRAPHIC ILLUSION . . . of three-dimensional design pastels this home permanent carton of Lever Brothers Co. Two sizes of matching cartons are manufactured, one to hold the complete Shadow Wave home permanent, the other for a refill kit. The drawing, reproduced by sheet-fed gravure, gives the suggestion of perspective to the woman's face and hair, makes printed message look like a colored transparent overlay. Marketed by Lever's Pepso-dent Division; carton by Robert Gair Co., Inc., New York.



SHIPPING AND DISPLAY SLEEVE . . . saves 50% in board over the conventional display carton for Odell Company's Hair Trainer. With this lock-on, one-piece sleeve, bottles can be shipped safely and displayed with no additional handling. Touch of ingenuity is the die-cut tab on neck of bottle pointing to the "Convenient Sprinkler Cap." Note barber-type dispensing bottle. Open on two sides, sleeve permits easy view of label. Colors: red and black on white board. Designed by George Reiner, New York.



*the
old
gray
mare,
she ain't...*



3 to 1 Is Tractors-Owned Score of Midwest Unit Subscribers Over Farmers in Other States

You'd look far to find the "old gray mare" on a Midwest landscape today. The production job in this richest farm market long ago became too much for her.

Of all tractors in the U. S., better than 36% are owned by farmers of the 8 Midwest states.

THEY'RE IN THE MONEY... AND THEY'RE IN THE MARKET

- More than double the income.
- More than double the investment in land and buildings.
- Three times the tractor ownership.

That's how the 1,276,107 Midwest Unit subscribers compare with farmers of the 40 other states.

In any appraisal of the 8 Midwest states as a market for your products, two additional facts stand out: (1) the Midwest is predominantly a rural market; (2) more farmers depend on their local farm papers for information of all kinds than on any other medium. Buy the Unit—one order, one plate at a substantial saving in rates.



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RICHEST FARM MARKET IN THE WORLD

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IN THE MIDWEST, FARMING IS BIG BUSINESS... AND GOOD LIVING

MARCH 1, 1952

Hits, Runs and Errors By Salesmen

Three buyers tell why some salesmen get their business, and others misfire. Their comments cover both matters of selling attitudes and details of selling techniques.

BY DAVID MARKSTEIN

What do you like about the manufacturers' salesmen who call on you? And what things make you see red?

Recently, I put those questions to three prospects. One was a retailer running a downtown business district hard goods outlet. The second was a restaurant owner on whom salesmen call to sell foods and new equipment. The third was purchasing agent for a sizable corporation doing business nationally.

"I know it's good salesmanship to

approach things from the prospect's point of view," said the retailer. "I do it in retail selling and so do my salesmen—but spare me from the phony approach of the too-smooth character who tries to give the impression that he and his company have been sitting up nights figuring ways in which they can do sweet things for poor little me.

"Take one salesman for a big appliance manufacturer for example. I won't identify him, or identify his company further than to say that it is a leading manufacturer with a full line of appliances ranging from radios

and TV sets through freezers and refrigerators. The other morning this character strolled into my office and began to unfold a long tale of the nice things his company was going to do, solely—it seemed from his talk—so I could make a buck or two, and with nothing else in mind. Among other things, they were going to undertake a big advertising barrage here in my area promoting a special television deal.

"By the time he got to that point my gorge had risen and I let him have it. 'Do it just for me, huh,' I told him. 'Well if you're doing it just for me, why don't you consult me before you do it? Why don't you ask me whether it's a model my customers want to buy? It happens this isn't. And why don't you ask me—ask other dealers here, too—what we think of your pricing policy? Your ads will break and they will have a price. But they won't explain that there are additional charges. When my salesmen tell the customers your ad sells that they must pay extra for warranty, pay extra for service, pay extra for carrying charge on those easy terms you tell them I will be happy to give, and finally pay 3% extra for city and state sales tax, they



The BUFFALO Area Steel industry employs over 35,000 people. In total manufacturing employment the number is 183,876, ranking 10th in the United States.

In this prosperous market the BUFFALO EVENING NEWS has the largest City and Retail Zone Circulation . . . in fact, the largest City and Retail Zone Circulation in New York State outside of Greater New York.

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AND YOU SELL
THE WHOLE BUFFALO MARKET

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
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WESTERN NEW YORK'S GREAT NEWSPAPER

SALES MANAGEMENT

TEST TOWN'S REPORT CARD IS PERFECT, TOO!



No city enjoys a higher ranking than South Bend, Indiana in Sales Management's *Market Rankings By Population Group*. South Bend — "Test Town, U.S.A." — ranks *Superior* in every sales and income classification! Here is an excellent market — and a stable market characterized by *consistent* superiority in all fields. South Bend is widely recognized as being typical of the nation — a great test market! And it's served by *only one* newspaper — The South Bend Tribune. Write for free market data book entitled, "Test Town, U.S.A."

The
South Bend
Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

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will call *me* — not you — a robber. They won't buy, and I will be the fellow who will be cursed. You put in most of those charges, but you leave me to explain them."

The restaurateur cited these factors as the things he actively *likes* in the salesmen who call on him: Helpfulness. Real sales ability. Tact. Willingness to wait if he happens to be busy. Ability to see — and take — the customer's side. Recognition of the fact that what helps the restaurateur also helps the salesman. "I do not like the order taker," he pointed out. "I strongly prefer the salesman, the man who tells me about the new products he has, and suggests new ways *that might save me money*, in addition to padding his commission. It is only in this way that I'm likely to learn about them. The salesman who is not afraid to suggest is the one who makes money, not only for himself, but for his customers as well — and for his employer."

"The order taker comes in and says, 'Well, whaddaya need today?' If it happens that I'm very busy at the moment (And why don't these guys ever recognize such a situation?) then just as likely as not I may forget to mention something I wanted to order."

"The salesman suggests I may need so many of this, or so many dozen of that. If his guess as to amount is too high, I'll say so. I am not offended at any genuine effort to sell. In selling, he frequently reminds me of a shortage I might have forgotten."

"I do not like the salesman who comes in during my busy hour and then seemingly takes offense if I ask him to come back later. At any rate, he doesn't show his face again until the next appointed day for his call when — the chances are — he comes during a busy hour again and we repeat the whole postponing merry-go-round."

"Tries to Stick Me"

"And I don't like the salesman who tries to stick me with more than I need. I often allow a salesman to mark down quantities after checking my supply inventory. It is seldom I again trust one so far after his company's truck has backed up to deliver six years' supply of an item I don't need."

"I'm just as annoyed, however, with men who undersell in these same circumstances. The bird who under-

sells isn't doing me a favor by sending such a short supply that I quickly run out. Nor is he writing the volume of sales-per-call that he could write if he were on the ball."

"I do like the salesman who makes an honest effort to *sell* me a larger quantity. Not long ago, one salesman pointed out that he had wind of a price rise. Why didn't I increase the order and save a few dollars? Sure, he made a bigger commission that way. And in the process he made it possible for me to stave off one cost increase."

"Another salesman recently pointed out how, by adding a mere dozen to one of my orders, I would be in line to take a quantity saving. I'm glad to make savings like that."

"I don't like the salesman who dawdles when I need something fast. Most of these order takers haven't time to see that a hurry-up order goes through any faster than a routine purchase. Contrasted with these gentry is one salesman who made a delivery in his own automobile, after working hours, because I'd phoned him I needed it when the restaurant opened next morning."

"And I have a particularly warm spot in my heart for another salesman who gives me little extra serv-

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New Concept in Market Research

Gould, Gleiss & Benn, Inc. announces the completion of a five-year program to build an organization that can effectively carry out a new concept in market research.

To offer the services of a large, well-integrated, independent research agency—complete with specialists in every phase of research—for firms both large and small, on an individualized basis and at reasonable cost.

We now have the organization, the skilled personnel and the experience to do just that for your firm . . . on a national, sectional or local scale.

Our personnel, specially trained in every phase of market research, can help you determine your exact problem, decide what kind of research you need, execute the survey to gather the FACTS and analyze the results to give you a clear picture of the situation.

For the information you need to ACT ON FACT, call Gould, Gleiss & Benn, Inc.

Write for your FREE copies of our brochures: "The Store Audit," and "The Test Market."

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ices. An example was the time I asked for something his plant did not make. He told me his company didn't sell it, but if I was in a hurry he would see that I had the order within an hour. Then he obtained it from a competitor and had the order delivered in his company's truck. Some might say his trip was a waste of selling time and company money. I don't think so. It was the kind of service that makes a customer buy from one salesman instead of from another."

The purchasing agent listed four points of salesmanship that he looks for in the manufacturers' contact men who call on him:

"1. No time wasting: Spare me the man who talks about fishing, football or what have you. I like these sports as well as the next fellow, but in their time and in their place. The time isn't between nine and five on a business day and the place is not my office. Perhaps the salesman may be through for the day after he has talked to me. But I still have work to do. I welcome equipment salesmen, but I like them to go about their work and then depart when we've finished talking business.

"2. Product knowledge: Some passably well informed salesmen are ignorant of ways in which the less-popular lines they sell can serve the user. We expect the salesmen who stop at my desk to be able to tell *everything* about *every* product they sell.

"3. Company knowledge: By this, I mean knowledge of his own company, not necessarily of ours. It's surprising how much some salesmen do *not* know about the companies that employ them. I like a salesman who knows the inner workings of his firm, who can answer correctly and quickly if I ask questions about deliveries, about accounting procedures, about various quantity discounts and the like.

"4. Ability to handle technical details: I often ask salesmen to go out to the field to pick up technical data on a purchase. I cannot always check each requisition for details. Instead, I request salesmen to do this for me. Willingness to go out, plus the ability to get the data right, is a payoff factor in getting our orders.

"5. Service: This includes not only in-the-office service but consistent delivery at—not merely the day—the hour specified."

SALES MANAGEMENT

For Extra Honey - It's Florida



in
FLORIDA
3 will
get you 80*

* Based on Sales Management 1951 Survey of Buying Power figures and current ABC Reports, using these three papers gives you above 20% family coverage in 52 counties, above 30% in 42 counties, above 50% in 20 counties, above 60% in 9 counties and above 70% in 6 counties.

Where
Electric Power
Production is up
328%

since 1940, nearly double the
168% increase for the U. S.
in the same period.

It pays to concentrate your selling in *active* markets. And few papers give such active market coverage as Florida's **BIG THREE** Morning Dailies. They blanket their own trading areas and tremendously strengthen your newspaper advertising in virtually all other Florida markets. They give you 20% or better family coverage in the 52 counties accounting for 80% of Florida's Effective Buying Income, 81% of food sales, 82.8% of drug sales, 81.6% of furniture sales, 80% of general merchandise sales and 81% of Florida's total retail sales.

Lowest Cost Coverage in Florida's Top Markets

**FLORIDA
TIMES-UNION**

JACKSONVILLE
National Representative
Reynolds-Fitzgerald, Inc.

**THE MIAMI
HERALD**

National Representative
Story, Brooks & Finley, Inc.
A.S. Grant, Atlanta

**TAMPA
Morning Tribune**

National Representative
Sawyer-Ferguson-Walker Company



DISHING IT OUT: Husband William Fellowes Morgan tasted, reflected, asked, "Why don't you freeze it?" Today Beaver Brand frozen chowder is in just about every sizable food chain in the New York area, thanks to the fact that Mrs. M. must have the kind of innate merchandising sense that makes star salesmen.

Something More than Clams In Mrs. Morgan's Chowder

There's a whole business in it, in fact! Read the tale of a lady who created a frozen soup, then pushed it into chain and independent stores by industrious sampling. She keeps it moving by watching how it's treated at point-of-sale.

BY PHILIP PATTERSON

Customers in a Manhattan super market weren't paying much attention to Mrs. Morgan when she brought a hot plate into the store and set it up along side a mass display of quick-frozen Beaver Brand Clam Chowder. Nor did they regard her with side-long glances when she put a porcelain double boiler atop the hot plate and emptied into it a 15-oz. container of clam chowder concentrate and milk and cream.

It wasn't until shoppers began to detect the aroma of old-fashioned Boston clam chowder a-brewing that they suspected something, and detoured into the frozen food department to see what was going on, anyhow.

What was going on was a demonstration—a product and market test in a "laboratory" store. She was introducing her product to New York City—one of the country's toughest markets to penetrate. She'd made similar demonstrations in 14 super markets in the New York City area, and Mrs. William Fellowes Morgan, Jr., was just about dead on her feet. What kept her going was the fact that, in two and a half days, she'd sold 620 full-size containers by handing out 1 oz. hot samples of the chowder to 3,000 shoppers. In other words, about one out of five who sampled, bought.

As Mrs. Morgan puts it, "I wanted to get the reaction to my chowder."

The chowder-reaction is this:

Each month chowder fanatics are pulling 14,000 containers of Beaver Brand Clam Chowder off the shelves of six chain food stores, hundreds of independents. The chains, eastern divisions: Gristede Bros., Inc.; First National; Grand Union Co.; Shopwell & Tradewell; Safeway Stores, Inc.; and 275 of The Great Atlantic & Pacific Tea Company's outlets.

About 750 chain outlets have accepted the product. Substantial sales have been recorded as far north as Boston, where they're particular about their chowder, and as far south as Philadelphia. Two distributors are helping Mrs. Morgan carry the chowder battle to 200 independent outlets. Food editors of newspapers and magazines are beginning to take the story to readers.

What makes this a notable story is the fact that the entire operation, from mixing the chowder to marketing it, has been done by only two people—Mrs. Morgan, the chowder's creator, and her husband.

This chowder accounts for itself in other ways: (1) It is responsible for a new concept in direct mail source lists; (2) it proves the value of personalized, store-to-store distribution and follow-up in getting a product on the shelves and into shoppers' bags; (3) it is the reason why Mrs. Morgan is married.

At Night, in the Cooler

Clam chowder, of course, is as old as New England. But Mrs. Morgan's chowder is new because it's in concentrate form, because it's quick-frozen in specially prepared round paper containers. The ordinary clam chowder is canned. Mrs. Morgan says you can't put a clam in a can and have any flavor left because, to do so, you have to over-cook the clam. Her clams are delivered fresh in the morning, locked up in ice before sunset.

When her name was "Dodie" Clark, Mrs. Morgan was a restaurateur, operating a tearoom called The Spanish Galleon, on New York's 51st Street. As often as not she served clam chowder; folks from the Ritz-Carlton came down to The Galleon for big helpings of it. That was in the '30's. Then she became a stock broker. Then a fashion consultant. World War II put an end to her fashion business, but she kept on serving clam chowder when friends dropped in on her. The recipe, she says, came from between the leaves of her grandmother's family Bible—

From cough drops . . .

... to water pumps . . .

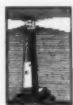


... Memphis is manufacturer for, and merchant to, the world! This MidSouthern city's export trade last year amounted to more than \$200,000,000. Cotton, lumber, aspirin, flour, chemicals, machinery, soap are only a few of the great many products that carry the label "Made in Memphis" into foreign ports on every part of the globe.

This is still another indication of the tremendous buying potential offered to advertisers in Memphis, capital of a two billion dollar Market area. Use BOTH Memphis Newspapers (today reaching more than 329,859* families in 76 counties of four states) to most completely cover the South's Largest Market Area in 1952 at an optional daily combination rate of 65c per line.

*ABC Publisher's Statement, 9-30-51

Above: Plough, Inc. "Pene-tro" cough drops and other pharmaceutical products are distributed in practically every country this side of the Iron Curtain. Below: Layne & Bowler, Inc. water pumps have been exported to over 60 foreign countries. Here a pump in Cuba begins a test run at the rate of 8,000 gallons a minute.



Scripps-Howard Newspapers

MEMPHIS PRESS-SCIMITAR THE COMMERCIAL APPEAL

MARCH 1, 1952

Now!

More Than

One Million Radio Families*

in

WMC'S

market area

*Estimate based on 1949 BMB Survey projected through 1951.

Today in the Memphis and Mid-South market area there are one million radio families. This does not include the tremendous bonus of automobile radios, all adding up to make WMC and WMCF the greatest medium of advertising ever made available to sell the Mid-South market.

LOOK AT THESE FACTS:

- 406,034 persons now live in urban Memphis
- Memphis 2nd largest city in area of over 31 million people
- Memphis market a two billion dollar buying potential

Since 1923 Memphis'

leading radio station has been

WMC 5000 WATTS • 790 KC

MEMPHIS National Representatives, The Branham Company

WMCF 260 KW Simultaneously Duplicating AM Schedule

WMCT First TV Station in Memphis and the Mid-South

CELEBRATING THIS YEAR ITS 25th ANNIVERSARY OF AFFILIATION WITH **NBC**

Owned and Operated by The Commercial Appeal

and her grandmother came from Maine.

About the time people became frozen-food-conscious, it was suggested that the Boston-style (tomato-less) chowder ought to be marketed. Chief among suggesters was a frequent dinner guest of Dodie Clark, William Fellowes Morgan, Jr., formerly New York's commissioner of markets under the late Mayor LaGuardia. It just happened that Mr. Morgan was (and is) head of Beaver Brand Frozen Foods, a subsidiary of the Brooklyn Bridge Freezing and Cold Storage Co.

Demand Equals Market

"Let's try freezing it," said Mr. Morgan. His logic: (1) More people would serve Boston clam chowder if it were easier to prepare, and quick-frozen chowder would be ready to serve, require only the addition of milk or cream; (2) no frozen chowder is being marketed; (3) thus, chowder-in-a-hurry is the demand, and where there's a demand, there's a market.

So he and Dodie Clark went down to the freezing plant's test kitchen, which is hidden under the Manhattan end of the Brooklyn Bridge, and began to experiment with large-quantity formulas, stirring up clam chowder in five-gallon cans. She did the stirring; he did the freezing. Both did a lot of tasting.

Finally, Mr. Morgan backed his Oldsmobile up to the kitchen door, loaded 10-dozen 15-oz. containers of frozen clam chowder into the trunk. Then he and his partner took a drive out to Long Island and personally called on "every little independent store." Their job: to convince merchants that the product was right, the market ripe.

Dodie did the talking, and Mr. Morgan stood by for psychological effect; there wasn't a store manager on Long Island who didn't know "The Commissioner." That helped. But still, it took open-throttle salesmanship. Reason: Managers were reluctant to move aside frozen orange juice and other fast-moving items to make cabinet space for an unknown product. Dodie Clark had to fight for space, get behind counters and rearrange cabinet displays herself to prove, literally, that there was room for her chowder next to the breakfast juices.

After a good many road trips and talks with store buyers, and with the chowder implanted in a handful of independent stores on Long Island,

SALES MANAGEMENT

in Manhattan and Westchester, Dodie Clark and Mr. Morgan took time out from their stirring and selling to get married. "We got so interested in our chowder that marriage seemed the most practical way for us to operate as a team," says Mrs. Morgan.

The team began to operate, too. Through their own style of direct selling the Morgans captured Gristede Bros., Inc., with 140 outlets in Connecticut, Bronx, Westchester and New York City. And it was about this time, early in 1949, that Food Editor Clementine Paddleford (*New York Herald Tribune*) wrote: "It's a chowder made as the good Lord intended chowder to be made." After the *Tribune* story, the flow of clam chowder from the kettles underneath the Brooklyn Bridge began to increase, and Mrs. Morgan gave up the five-gallon-can technique of mixing and heating, graduated to an 80-gallon tank, hired a couple of kitchen helpers. But each store delivery of clam chowder continued to be made by the man and wife team. When they weren't on the road they were in the kitchen.

After the Gristede coup the Morgans took the chowder to the Grand Union people, and then to First National. Her strategy was to make friends with store managers and have them taste the chowder. A good percentage of the managers who tasted the chowder offered to stock it on a trial basis.

A Chain Reaction

Next to fall in line, after First National, was the Shopwell & Trade-well chain. Then A & P put the chowder to test in about 30 super markets, mostly on Long Island and in Westchester County. Later A & P approved it for about 375 additional super markets in their Eastern Division. And then Safeway stepped in line.

Meanwhile the Morgans found two distributors who were willing to cover the 200 independent stores whose interest had already been aroused. "But," says Mrs. Morgan, "the distributor business hasn't lived up to expectations. Distributors just aren't as thorough in their selling efforts as my husband and I are—they aren't so personally involved."

By "personally involved," she means this: Whenever the Morgans sold a grocer they didn't drop the matter, sit back and wait for repeat business. They made follow-up calls and asked for additional orders, saw

There's a
BIG DIFFERENCE
between an
average good hurdler and
the

Champion

And there's a big difference in Houston between the average good paper and the champion **CHRONICLE**.



Leadership in Readership is another reason . . .

	CHRONICLE		POST		PRESS
	Daily	Sunday	Daily	Sunday	Daily only
City Carrier . .	113,188	113,056	90,199	89,951	64,444
Total City . . .	126,369	135,967	107,668	110,822	85,294
City and Retail	166,529	180,385	154,592	164,047	104,587
Total	183,856	202,172	169,772	186,053	114,346

CHRONICLE excess over POST—Daily 14,084 . . . Sunday 16,119
CHRONICLE excess over PRESS (daily only) 69,510

See ABC Publishers' Statements Sept. 30, 1951

39 consecutive years of leadership in both circulation and advertising

For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company Office.

The Houston Chronicle

R. W. MCCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

The New picture

In the restaurant field

To keep your selling geared to the changing restaurant field in the year ahead, check up on what's happening in fast food service. The field is growing rapidly. Many restaurants are switching to counter service. Many fine new quick-service places are being built. Others are expanding. Now, the profit-side of the restaurant field is in the fast food service eating places.

Up to 40,000 circulation*

To cover this expanding market, FOUNTAIN & FAST FOOD SERVICE will now serve the entire field: the leading fountains, luncheonettes, drive-ins, snack bars and coffee shops. It will help them to step up their profits with aggressive merchandising, better equipment, more and better foods. This magazine, with its long background of successful selling, will be the place where operators in the market for vast quantities of foods, supplies and equipment will look for the facts about your products.

*Effective January, 1952

only 1 magazine combines all 4

FOUNTAIN & FAST FOOD SERVICE

- serves the fountain fast food field exclusively
- covers all methods of cooking and serving and equipment for fast service
- offers audited circulation
- gives you balanced coverage that parallels the market, coast to coast.

FOUNTAIN & FAST FOOD SERVICE

386 Fourth Avenue.
New York 16, N. Y.

1902 50th Year of Publication 1952

to it that the chowder was given adequate display. And on such return trips they brought along empty containers so that merchants would have dummy display material. They offered streamers, too: "Buy Beaver Brand Frozen Old Fashioned Clam Chowder . . . It's New . . . It's Delicious . . . Serves Three . . ."

Says Mrs. Morgan: "Where the chowder didn't sell, either the store manager hadn't tasted it, or didn't give it good display. Our biggest battle is in getting display space."

Because they had distributed in well-defined geographical areas, Mr. and Mrs. Morgan knew which neighborhoods had been "exposed" to the chowder, and which had been "saturated" with it. Now, how to single out the customers and get their reaction to the product?

Solution: a postal-card query. Mailing list? They obtained the Social Registers of New York, Boston and Philadelphia, selected from these volumes persons whose addresses correspond to neighborhood stores carrying the chowder. The Social Register is a ready-made mailing list as far as the Morgans are concerned, because it reveals: (1) size of family; (2) ages of family members; (3) proper address, and (4) should replies be favorable, the "important" names in the Register make an impressive list of testimonials which can later be printed and used as advertising material. "Besides," says Mrs. Morgan, "people listed in the Social Register know good food when they taste it, even if they may not always pay their bills."

Mail Brings Reward

Thus, to a basic list of 2,000 pinpointed, hand-picked names, Mr. and Mrs. Morgan sent double postal cards, asking these questions:

Have you tried our clam chowder?
Do you like it?
Does your retailer carry it?
Name and address of store.
Provided you like it, will you buy it if store carries it?

If you haven't tried it, may we send you a free sample?

Ten percent return on these postal cards—200 names—brought dozens of requests for samples, gave the Morgans leads on stores not carrying the product and provided testimonial material they'd been looking for; replies from Eleanor Roosevelt and other well-known personalities.

From these testimonials and others sent in willy-nilly, 46 were selected and sent to the printer. They were distributed in leaflet form to grocers

whenever the Morgans brought their chowder around, and grocers were asked to include the leaflets (and a blow-up of Clementine Paddleford's article praising the dish) in grocery delivery boxes. Result: With leaflets in hand, shoppers came into stores, asked for Beaver Brand Clam Chowder. Grocers say many customers made special trips to the stores, just for the chowder.

Mrs. Morgan is lavish with free samples to food editors. Because of this her chowder has write-ups in many community newspapers, such as the *Gloucester Daily Times*, and the *Daily Item*, Wakefield, Mass.

Currently the chowder is advertised on Carlton Fredericks' "Living Should Be Fun," an hour-long radio show presented thrice weekly over New York City's WMGM.

Chowder for Clubbers

Several New York City clubs, after sampling, put the chowder on their regular menus. A case in point is the Yale Club. Said a clubber: ". . . At the present time the chowder is on the a la carte menu for all meals, and is served for regular diners once a week. Consistent preparation of such a dish is difficult for the kitchen department to maintain. Previous to the innovation of Beaver Brand Chowder we rarely had it because of this problem, and because home preparation was a little too steep for our budget."

So far as pricing is concerned, the Morgans simply figured their fixed costs, added in a little profit for merchants and themselves, arrived at 49 cents as a reasonable retail figure and "a good psychological price" for the 15-oz. containers.

So far Beaver Brand Chowder sales have not been exposed to competition from "name" outfits. "A frozen chowder came out soon after ours did," says Mrs. Morgan, "but it wasn't as good as ours. It didn't last."

Expansion-wise, Mrs. Morgan says she "needs a salesman right this minute." After three years, the point is being reached where it's physically impossible for the Morgans to oversee kitchen routine, make deliveries, encourage merchants and sound out new outlets. "We may expand later, but we want to thoroughly cement this area before spreading."

Meanwhile, the Morgans are following the same policy they initiated three years ago: Proceed with caution; put as much clam chowder in as many stores as possible—and do it with the least expense.

As Measured by MEDIA RECORDS, Inc.

THE CHICAGO DAILY NEWS

in 1951 was

Again

FIRST ★

Among Chicago Newspapers

► in Retail ► in General ► in Total ...
GROCERY ADVERTISING

★ YEAR AFTER YEAR...AS FAR BACK AS THE RECORDS GO...
THE CHICAGO DAILY NEWS HAS CONSTANTLY MAINTAINED THE
GROCERY LEADERSHIP AMONG CHICAGO DAILY NEWSPAPERS

Here's the Official Score—

TOTAL GROCERY ADVERTISING*				
PLACED IN CHICAGO DAILY NEWSPAPERS DURING THE YEAR 1951				
	Retail Linage	General Linage	Total Linage	Per Cent
DAILY NEWS (Eve.)	2,176,995	1,600,663	3,777,658	43.5
Herald-American (Eve.)	1,329,440	835,263	2,164,703	24.9
Tribune (Morn.)	646,495	1,459,744	2,106,239	24.3
Sun-Times (Morn.)	331,042	302,701	633,743	7.3
TOTAL	4,483,972	4,198,371	8,682,343	100.0
*Liquor Linage omitted				
Source: Media Records, Inc.				

CHICAGO DAILY NEWS

Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza

SAN FRANCISCO OFFICE: Story, Brooks & Finley, 703 Market Street

DETROIT OFFICE: Free Press Building

MIAMI BEACH OFFICE: Hal Winter Co., 9049 Emerson Ave.

LOS ANGELES OFFICE: Story, Brooks & Finley, Inc., 1651 Cosmo Street

Now You Can Charge It From Coast-to-Coast

All because he found himself a long way from home, strapped for cash, and met with skepticism, a restaurant operator founded National Credit Card. You can charge most anything, most any time, from Kansas to Canada.

A prominent Portland, Ore., restaurant chain operator ran into trouble credit-wise enroute home with a new car from a National Restaurant Association meeting in the Midwest in 1951. Like a bolt from the blue, while he fumed in his hotel room in Denver that night, came the idea for a nationwide credit card system. Like gasoline credit cards, it would buy a hotel room, a meal, a taxi ride or an evening at a night club away from home without the embarrassment of trying to cash a check among strangers.

That troubled restaurateur was E. L. Mays, owner of Little Waldorf restaurants and vice-president of the Oregon Restaurant Association. Finally safely home, he talked the idea over with other Oregon business leaders, including bankers and firms with large sales organizations. National Credit Card, Inc., was born.

It was thought of first as primarily an aid to tourists, but the enthusiasm of such companies as Jantzen Knitting Mills, with its international sales organization, turned NCC's eyes to salesmen, too. Large accounting firms welcomed the system be-

cause it gave them the equivalent of a voucher to back up expense account totals for income tax purposes. The ramifications went on from there. It was convenient for salesmen as well as tourists—and the salesman's company had an accurate report on expense account items through the receipts coming in from cities salesmen visited.

In its first six months (the last half of 1951) the plan galloped so far ahead of expectations it even passed up promotion plans which still haven't been brought to their ultimate. Growth was so fast, in fact, that it actually frightened some businessmen who thought it "wasn't conservative enough." Only the reputation of the men behind the idea saved it from being damaged.

Because promotion is going to be needed when the competition, which has appeared over the horizon, gets rougher, a budget is being prepared for media advertising. Several advertising and promotional helps have been sent to member firms who honor NCC cards. They include tent cards for counters and tables, window cards, small "bugs" or emblems in

mat form for letterheads or business cards, directory advertising, statements, envelopes and other house forms.

A current issue of National Credit Card "News," a four-page regular bulletin to member firms, says "Doubtless you'll have other good ideas of your own. Use them—and if they work for you, let NCC know. Maybe they'll help an NCC member somewhere else."

When the idea first began, principal members were hotels, motels and restaurants. They included several chains in both medium and upper price brackets to give card holders a choice. Now firm membership has spread to florists, taxicab companies, laundries, night clubs, dry cleaners, auto dealers, sporting goods and camera shops, a U-Drive service, dude ranches, curio shops, resorts of all types, garages, barber and beauty shops, cigar stores, sightseeing and excursion lines, guided tours, luggage shops, gift shops and others.

Vacationers Need 'Em

With 100,000 credit cards expected to be in the hands of customers by the end of February, NCC has offered card holders budgeted vacation trips. Needing to carry only a nominal amount of pocket change, the NCC card holder can enjoy his vacation without having to borrow funds—can pay it back to NCC in easy installments.

Plans are being developed to associate with another credit organization to extend NCC service throughout Canada.

The one-billing credit system has a simple operating plan. The card holder carries a book of counter checks acknowledging receipt of services. He signs a check for a specified amount when he leaves a hotel, for instance, retaining the stub and giving the original and duplicate to the hotel.

Normal procedure is for a credit card to be issued on receipt of an application. On first receipt of signed coupons from a member indicating initial use of the card, a bill is sent to the card holder including a \$3 charge for a credit report. There is no further membership fee that year for the card holder. The usual check of credit reference and credit agencies in the card holder's own city then is made. If results of the credit search are adverse, the card is cancelled and member firms notified. The \$3 charge is annual.

NCC's goal in 1952 is to extend nationwide, enroll at least 250,000 card holders.

*Tell More!
Sell More!*



WITH A Zipmaster

THE PERFECT SALES KIT

Combines a Ring Binder Display Unit with a Handy Zipper Case
Attracts and holds prospect's attention by setting up sales material
at a 30° angle when he is standing, or a 60° angle when he is sitting.
Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND FOR FREE FOLDER

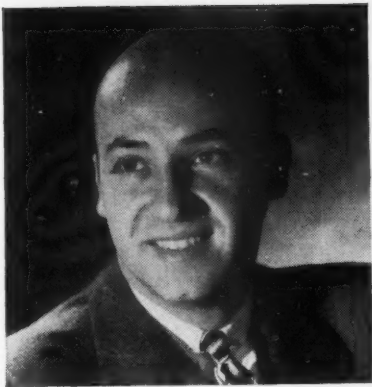
Sales Tools, Inc. 1704 W. WASHINGTON BLVD.
CHICAGO 12, ILLINOIS

STANDING



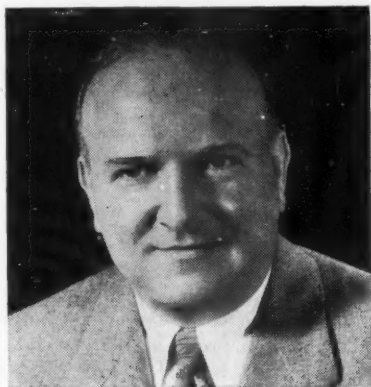
SITTING





CHESTER THOMSON, recently sales promotion director of Calvert Distillers Corporation, has a wide background in sales research and marketing, and is experienced in coordinating advertising, promotion and display.

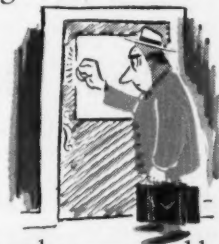
2 gents who follow through



MILTON GRANNE has been a salesman, Eastern sales manager for Blatz Brewing Co., independent distributor, marketing consultant to many companies. In recent years he has specialized in sales training and retail promotions.

Einson-Freeman makes very good displays. Our sophisticated customers send paid telegrams, phone long distance, to tell us so. They keep the display in their offices, and show all their friends . . . Then they just send it out. Forget all about it! And the display we sweat blood over sometimes ends up catching cobwebs in its original container in Ida, O!

This customer characteristic has irked us like a sprung sacroiliac, for years and years. Finally we decided to do something about it. Finally we did . . . Herewith we announce our new Department of Display Appreciation, competently curated by Messrs. Granne and Thomson . . . who are dedicated not to selling displays, but selling Display! (They may take an order, if pressed.)



Are your salesmen infatuated with advertising innovations such as television and LIFE magazine? . . . Does your fact sheet on display merely mention shipping weight and dimensions? . . . Are your dealers dull-eyed, slow pay? . . . Do you use display to get orders? Deals? Choice shelf space? Drinks on the house? . . . Do you buy displays by the pound, or low bid? . . . Do you give a damn about display? . . . Then phone, wire or carrier pigeon our DDA! Book an appointment with Messrs. Thomson or Granne . . . They will survey your situation, analyze your problem, get down to the nuts and bolts, tie up the whole ball of wax for your salesmen! They will even follow through! . . . What more can you ask? Or want?



Einson-Freeman Co., INC.

Doing-all-right Display Lithographers

Starr & Borden Avenues, Long Island City, New York



AVOID CHALK DUST. Use clean, modern paper pads for visualizing your talk. Write or draw with smooth, colored wax crayons. The versatile All-Purpose Portable Easel was designed for use with these paper pads. Also ideal for flip-over charts, large or small cardboard charts.

ORAVISUAL COMPANY, INC.

68 Jackson Street Stamford, Conn.
WRITE FOR DESCRIPTIVE CIRCULAR

dynamic new tool for selling ...
blacklight activated
**FLUORESCENT
CHALK ...**



Spark your talks at ...

- sales meetings
- dealer presentations

Writes on any board surface

Blacklight fluorescent chalk **4.95**
Set of six radiant colors ... SET

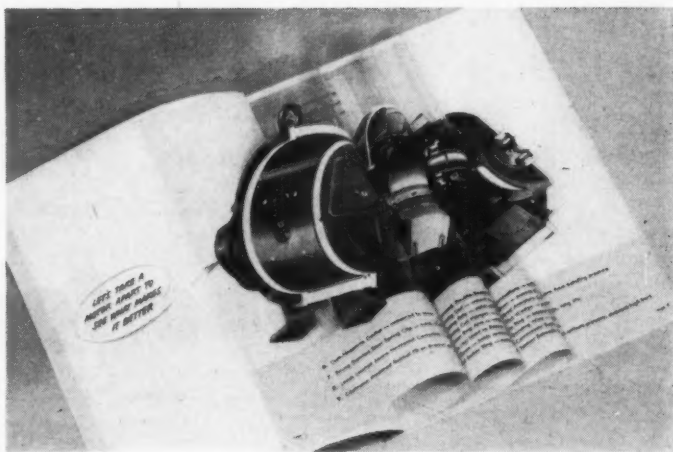
42" chalkboard Blacklight **19.95**
SET

All prices F.O.B. plant N.Y.C. 383 Bleeker St.

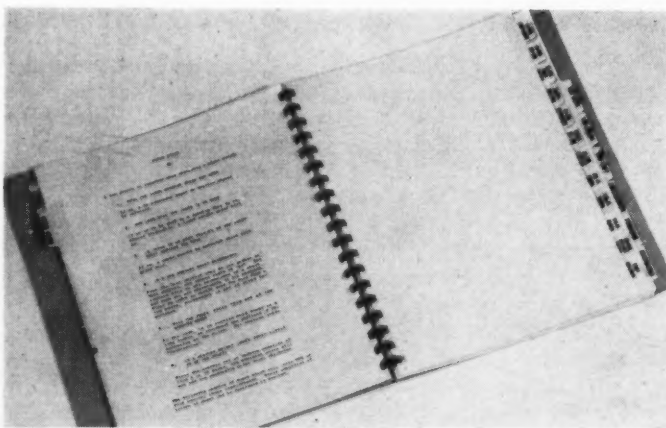
NORCO MANUFACTURING CO.

Manufacturers of Blacklight Products and Scientific Instruments
383 BLEEKER STREET NEW YORK 14, N.Y. ALGEMAN 3-4762

Tools for Selling



CUTAWAY: Few people buy houses on the basis of outside appearance alone; they want to look around inside before signing a check. The same holds true for electric motors, thinks Westinghouse Electric Corp. That's why Westinghouse uses this transparent cutaway to take prospects on a visual tour inside the motor. With the cutaway—and with a minimum of fuss—a salesman can “take a motor apart” on his customer's desk. No need to lug a heavy prop around—all it takes is a flip of the pages. Salesmen report that many features of a motor can be shown to better advantage with the “Trans-Vision” booklet than if an actual motor were used. Prepared by Milprint Inc., 420 Lexington Ave., New York 17, N. Y.



INDEXED TO SELL: When you have a mass of disjointed specifications to cope with before a sale can be closed, you have the same trouble the G. J. Aigner people had before they devised a tool to lick the problem. Aigner manufactures celluloid tab indexes, and the firm once had difficulty getting its dealer salesmen to sell because specifications needed to be nailed down before salesmen could quote prices on orders. So, taking their own product to make a sales tool, Aigner's idea men worked up this “Index Selector”—complete with samples and sizes and weights and specifications of all index styles offered, making the material A-B-C easy to show and sell. Salesmen report that the tool is a “compact workbook” which makes a simple task of order-figuring protective sheet holders, shield tabs, ring book indexes, ledger and loose-leaf indexes and other special indexes. The Index Selector is available to all stationery and office equipment dealers, and to the graphic arts industry. Prepared by G. J. Aigner Co., 426 South Clinton St., Chicago.



COLOR SAMPLER: Distributor salesmen for The Liquid Carbonic Corp., Chicago, have to prove to soda fountain men that a ham sandwich tastes better when served in the midst of a colorful background. To do that job, salesmen are using the "Counterama"—a semi-third dimension picture of a typical fountain arrangement, all rigged up in a carrying case. Counter, table tops and chair seats are left transparent in the picture so that color swatches of Formica panels (laminated plastic material) can be inserted behind the picture and be seen by the prospect. Result: Prospect can visually select colors for his soda fountain counter top and superstructure faces using, as samples, the actual paneling material which will be built into the furnishings. It is possible to "test" 4,761 color combinations with the Counterama. Produced by X-Ray Visual Sales Method, Inc., 35 East Wacker Drive, Chicago.



SIGHT-SELLER: Bert Telford, v-p and general manager of Reo Motors Co., of Canada Ltd., had always believed 'twas better to show than to tell. And when he heard of the "TransVuer" (above), he thought it would be possible to sell trucks with it, gave it a trial run. Result: 40 presentations were made to truckers who previously hadn't let Reo salesmen in the door. Nine replacement engines were sold—and the dollar volume of new-truck sales was \$141,000. In other words, these presentations made to previously uninterested truckers resulted in an average sale of \$3,750. Unit is the size of a typewriter case, has rear lighting behind the screen to make the use of "drop-on" and "lift-off" colored slides a dramatic, quick way to visualize a product story—as Mr. Telford happily found out. Created by Henning and Cheadle Inc., 1060 West Fort St., Detroit 26, Mich.

MARCH 1, 1952



The New . . .

DUKANE

Sound Slidefilm Projector

DESIGNED SPECIFICALLY FOR **YOU!**

As Sound Slidefilm has become more and more important in Sales and Training . . . the need has grown for a Sound Slidefilm Projector designed functionally for the purpose. After years of research and development, particularly in the basic field of low frequency control, DUKANE can offer you a patented reliable system, magnificently styled, in this new, lightweight, automatic projector. There is a deep satisfaction in an instrument such as this . . . built to get the utmost out of the record and the film for an unexcelled sound slidefilm performance. Mail coupon today for additional information.

CLIP THIS
COUPON

MAIL
TODAY

DUKANE CORPORATION
Dept. SM-32 St. Charles, Ill.

ESTABLISHED AS "OPERADIO" 1922

☐ Without cost or obligation please send me complete detailed illustrated circular on your DUKANE Audio-Visual equipment.

Name

Address

City

State

TRAIN WITH DUKANE

**ONCE USED
FOR SELLING,
STEREO Realist SLIDES
ARE INDISPENSABLE**



*"Parker Pen salesmen traded
42-pound sample cases
for 40-ounce stereo
kits... and
made more sales."*

Says DAVID H. GULLETT
Sales Manager, Parker Pen Company
Janesville, Wisconsin



MORE and more sales executives are turning to Stereo-REALIST slides of their products or services to increase their sales. Parker Pen Co. has found both buyers and salesmen enthusiastic about REALIST sales kits.

REALIST pictures can't be beaten for true-to-life realism and sales effectiveness. They show products as they actually are — in full, natural color. Salesmen report the REALIST Viewer to be the one indispensable piece of equipment they carry.

Buyers benefit, too, because they can see for themselves exactly what the product looks like without any wasted time — even if it should be a bulky display case or any heavy piece of equipment.

Why not investigate the possibility of using REALIST slides in your business? Ask your commercial photographer or dealer to explain how you can use them most advantageously to obtain the outstanding sales results hundreds of others are already enjoying. Or for more information write: **DAVID WHITE COMPANY**, 385 W. Court Street, Milwaukee 12, Wisconsin.

Camera and Viewer
\$178.75 (tax inc.)



Winner of 1951
U. S. CAMERA
Gold Medal
Achievement Award

The Camera That Sees The Same As You

Stereo-REALIST Cameras, Viewers, Projectors and Accessories are Products of the David White Company, Milwaukee, Wisconsin.

Tools for Selling—Cont.







TABLE MODELER: You can't plug a catalog into a socket and tune in station XYZ. So, to let retail dealers in on the (1) plug-in performance, (2) size, weight and color of a new line of table radios, Stewart-Warner Corp. equips its wholesale distributors' salesmen with this 27-pound package of the real thing. Salesmen ask dealers if they may borrow a few amperes of current, perform an on-the-spot demonstration of radio reception. The case helps open new radio accounts, short-cuts the approach to S-W's existing dealers. Appointments: leatherette exterior, maroon felt lining, space for literature on the four models displayed. Manufactured by Sales Tools, Inc., 1700-08 W. Washington Blvd., Chicago 12, Ill.







FILM TOOL: Under new postal regulations which severely limit size and weight of parcel post packages, plus increasing demands of civilian and defense shipping, the Railway Express Agency, Inc., anticipates a bulging traffic pool of 60 million packages yearly. And because the new regulations will automatically force shippers, mainly commercial houses, to turn to REA and other services, the REA wants to capitalize on the new-business opportunity. To gear its employees to handle the increased volume and to explain the company's role in the change-over, REA staged 41 meetings across the country, screened a two-part 20-minute film called "Build Anew in '52." Film's theme: The traffic REA gets depends on how aggressively and intelligently the boys go after it—not only to make sales, but to give the kind of service that keeps customers. Showings were attended by 30,000 of the company's 40,000 employees. As a result REA hopes its employees are tuned up to meet the big boom. Film produced by Visual Media Inc., 17 East 45 St., N. Y.



Ever hear of FIVE aces?


Dell Modern Group
circulation up
200,000 a month for
'51 — bonus of
300,000 a month



Modern Romances and
Modern Screen hit
highest circulations
in 5 years for '51



Modern Romances
up 101% in
food and household
ad linage for '51



Dell Modern Group
leads its field
in averaged
ad linage for '51



Modern Screen
again leads
all screen magazines
on the newsstands


dell publishing company, inc., 261 5th ave., new york 16, n. y.



"In Tacoma Local Coverage Is A Must,"

says J. W. Condon, Jr.,
Manager Frigidaire Dept.,
Sunset Electric Co., Seattle

J. W. Condon, Jr., heads the Frigidaire department of Sunset Electric Company, Seattle—one of the Pacific Northwest's largest distributors of household appliances and automotive accessories.

"We consider Tacoma as a separate and distinct trading area within the district we cover for Frigidaire," says Mr. Condon. "Tacoma represents a very substantial part of our total sales potential and our experience definitely proves that the market cannot be covered sufficiently by Seattle newspapers. Effective local coverage is the only answer."

And we say: "Think TWICE about Tacoma . . . a separate, distinct market, effectively covered ONLY by the dominant News Tribune."

Ask Sawyer, Ferguson, Walker Company.



Shop Talk

Stock-Pile for Ideas

During the first World War, W. Somerset Maugham, the author, served as an intelligence agent for the British Government. His assignments took him to many a remote island in the South Pacific. On one of these islands he encountered two people, a missionary, and a "Miss Thompson." Struck by certain oddities of character in them, he wrote down a few lines about each. He added to these notes a brief description of one of the local lodging houses.

Years later these sparse and unrelated—except as to locale—notes became the basis of a best-seller novel and an equally famous play called "Rain."

Writers, above people of all other professions, invariably develop great skill in the use of a notebook as a thinking tool. Maugham filled his first notebook in 1892, when he was only 18 years of age. In later years he filled fourteen more "stoutish volumes." Parts of them were published in 1949 because, as Maugham said in the introduction, "I am interested . . . in the process of creation."

The book of random notes, purposefully kept to provide a reservoir of facts and impressions which later somehow, at some time, can become negotiable in the form of salable ideas or effective working techniques, is particularly adaptable to the work of the advertising man, the sales executive and the salesman. Whether they consciously realize it or not, these men or women are effective in their jobs largely to the extent that they are able to produce a continuous stream of fresh ideas.

More than a decade ago James H. Young, the advertising man, (today senior consultant at J. Walter Thompson Co.) wrote a remarkable little booklet called "A Technique for Producing Ideas." In it, he, too, was talking about the notebook as a tool for thinking. He wrote: "Once I jotted in such a book the question, 'Why does every man hope his first child will be a boy?' Five years later it became the headline and idea for one of the most successful advertisements I ever produced."

Young was making the point that an idea is nothing more nor less than a new combination of old elements. He argues for the development of the notebook habit because it's an effective way of gathering raw materials which later can be converted into valuable ideas. He was not thinking about note-keeping in the bibliographic sense, where the user pulls together a variety of sources for information on some one specific subject. He was thinking, instead, of catching on the wing what he calls certain "fugitive material which can be grist to the idea-producer's mill."

Such a notebook is a peculiar thing. Made up, as it is, of transient pieces of observation, isolated odd facts, and apparently insignificant scraps of experience, it would seem to any outsider to add up to nothing but nonsense. But, if you're going to keep such a notebook, you must get over your self-consciousness about writing down what often seem to be idiotic things.

These little slivers of intelligence become usable in a number of ways. Two or more may combine to make something you can turn to

profit. They may produce an idea because something happens that causes you to see them in a new frame of reference . . . you may, for example, see a new application for an old principle. Or a single item may, through further thought on your part, be extended in meaning, or "built up" into a project or program.

Let me give you one example out of my own experience. Back in the middle-thirties I wrote in a notebook, "One quart of ammonia." Later, much later, that line became the basis of the first survey ever made (at least to my knowledge) by a business paper on consumer reactions to package design as a factor in expanding or inhibiting sales. The early surveys of this nature turned out to be such substantial contributions to thought about package improvement that SALES MANAGEMENT, 16 years later, is still making them.

The significance of the one-line note about ammonia was this: In the kitchen one day I dropped and broke a brand new quart bottle of ammonia. I dropped it because it slid through my wet hands. The experience riled me because of the unpleasantness of the clean-up job. I found time to ask myself why it had happened. I could think of only one answer: Products that are often used with wet hands should have some kind of gripping surface on the container to minimize danger of dropping. (Hair tonic and bleach are two other good examples.) It was this fragment of thought that led me to research effort designed to develop a set of principles about what makes a good package from the consumer's point of view.

The notes that will go into your little black book, you will find, are often by-product notions to some main line of thought. Unless you realize their potential value, you will tend to discard them. They strike you as being interesting in their own way, but not immediately useful. The trick is to catch them before they evaporate from your consciousness. Later they may merge with other seemingly isolated bits of intelligence to make one of these "new combinations of old elements" Young wrote about.

The psychologists haven't been able to tell us, yet, exactly what happens in the mental processes of people who are able to do creative thinking. But they seem agreed that once some potential raw materials (facts) have been gathered, our subconscious mind plays an important part in that process. The subconscious appears to observe the raw materials, shuffle them about, experiment with them in a variety of combinations. Suddenly they jell into an idea. And that's why, occasionally, an idea seems to strike you from "nowhere"—while you're shaving, or just before you go to sleep at night, or while you're having a quiet beer before dinner. Your subconscious has been working.

Sometimes you can dip into your notebook to find some useful "for instance" that will help you to demonstrate a principle—let's say to a business associate, a customer, or an audience.

One morning several years ago I was riding to work on a Lexington Avenue bus. I noticed the total absorption of a fellow passenger in a magazine article. So intent was she in her concentration that I grew curious about the article she was reading. When I got off the bus, I looked over her shoulder at the title. Later that day I noted it down. Long after I dug it up and used it in the introduction to a talk I made before an editor's group on techniques of headline writing.

As a matter of fact, this column in which my objective is to point out that a notebook can become a potential source of profit to you, is in itself a demonstration of something that came about because of a seed planted in a notebook. It was sparked by an imperative reminder to myself to keep on making deposits in the little black book.

Managing Editor.
A. R. HAHN

WHICH PICTURE WOKE UP MORE READERS?

Parade and Pacific Mills know the answer

This early bird was pictured in identical ads for Pacific "Contour" Sheets—the sheets you just can't rumple.

But one picture awakened more interest, because it was put in Parade!



The Pacific ad in Parade pulled 44% more readers-per-dollar than the same ad in the other Sunday Magazine used.

In fact—out of 670 identical ads in weekly and women's service magazines in the past 3½ years, Parade led in readers-per-dollar in 651 of them!

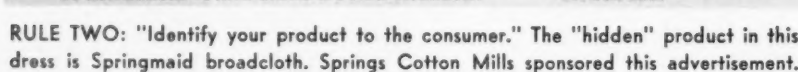


Why? Smart editing. It makes Parade America's *best-read* magazine. Parade is in the big 5 million circulation class, and offers 20% or more coverage in 2000 rich markets.

Do you want better readership for your advertising?

put it in

parade



SALES MANAGEMENT

**Famous Names in TV
Accept ONE Famous
Name in Loose-Leaf
Binders...**

HEINN

The Heinn customers represented here are leaders because they win sales advantages with outstanding products, good merchandising practices and the best sales tools. Among the sales tools used by practically all leaders, in all industries, are Heinn Loose-Leaf Binders. This is a bit of knowledge that can add to your own profit.

Look to Heinn for custom styling to meet your special needs and set your binders apart from all others. Add mechanical perfection, superb craftsmanship and unusual durability . . . and you realize why Heinn offers the lowest operational cost per unit per year.

Take a tip from the leaders and make Heinn your standard in loose-leaf binders. You'll be pleased with your binders . . . even more pleased with the sales results they bring!

MAIL THIS COUPON TODAY

THE HEINN COMPANY

324 W. Florida St., Milwaukee 4, Wis.

Information, please.

- | | |
|----------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> Catalog Covers | <input type="checkbox"/> Price and Parts Books |
| <input type="checkbox"/> Proposal Covers | <input type="checkbox"/> Acetate Envelopes |
| <input type="checkbox"/> Easel Presentations | <input type="checkbox"/> Salesmen's Binders |

- | |
|--------------------------------------------------------|
| <input type="checkbox"/> Sales and Instruction Manuals |
| <input type="checkbox"/> Plastic Tab Indexes |
| <input type="checkbox"/> Sales-Pacs |

NAME _____ TITLE _____
 COMPANY _____
 ADDRESS _____
 CITY _____ STATE _____

*Originators
of the Loose-Leaf
System of Cataloging*

Stroock, for example, sells its wools to a limited number of selected manufacturers who can be trusted to exercise, in their cutting and finishing, the same care that Stroock exercises in weaving the fabrics. In introducing its new dynel fiber, Union Carbide and Carbon Corp. has worked first on an experimental basis with the top manufacturers in each field where dynel might be used. Initial production of the fiber has been confined to those who would use it only for high-quality blankets, knit goods and fabrics.

When DuPont introduced nylon in the hosiery field a similar pattern was followed. The better quality, full-fashioned hosiery manufacturers were sold first, and more than a year later nylon went to the circular-knit makers. In all cases careful control was exercised over the quality of the finished product.

2. The product should be identified to the consumer. Among the textile mills, Burlington is the only one that makes a policy of deliberately discouraging consumer identification

—and even with Burlington fabrics a good deal of consumer identification goes on in spite of the policy. Since the other mills are promoting to the consumer, it is essential that their fabrics be recognizable if the promotional effort is to be a success.

At this point an obvious conflict develops. In some cases the retailer wants the name of the store to be the only name on the finished item. The manufacturer practically always wants his name or trademark to appear. Therefore the fabric house must give the manufacturer and the retailer something they want very badly in order to get the fabric name on the finished product. This is accomplished in different ways:

Dan River has built such a strong consumer demand for its fabrics that the Dan River name is a selling asset at both the manufacturer and retailer levels. Dresses with the Dan River label sell demonstrably faster than dresses without it. Therefore both manufacturers and retailers ask for Dan River tags and Dan River woven labels in finished products.

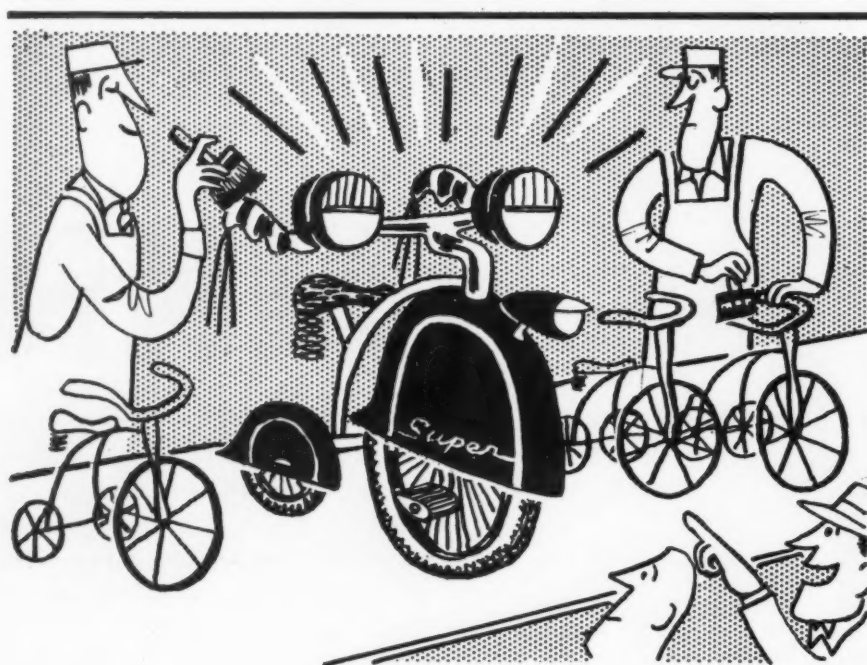
Fruit of the Loom makes little or no fabrics today, but the name is still a strong one in textile circles. Fruit of the Loom products are identified to the consumer through (1) a system of licensed, franchised manufacturers who are exclusively entitled to the use of the name and trademark; (2) a strong guarantee that has made the Fruit of the Loom label stand for satisfaction in the mind of the consumer.

Value of Forstmann

Forstmann has built such a reputation for quality woolsens that the name is a great asset in selling coats and suits made from Forstmann fabrics. Even retailers insist on Forstmann identification.

Although, as textile printers, The Cranston Print Works Co. has a very small financial interest in a finished shirt, in order to get identification Cranston supplies shirt manufacturers who use Cranston fabrics with a tag that guarantees the shirting to give complete satisfaction. This guarantee is so strong and so broad that the manufacturers gladly attach it to the shirts they make—and identify the printing as having been done at Cranston.

One of the most broadly identified of all hidden products is the Sanforized process of Cluett, Peabody & Co. Extensive, strong, consistent national advertising has made the word Sanforized synonymous with satisfactory pre-shrinking in the minds of Ameri-



"This is the model we make for the Growing Greensboro Market!"

HERE'S A MODEL MARKET in the South's Leading State! . . . The Greensboro 12-County ABC Market has 1/6 of North Carolina's 4-million population—who buy 1/5 of the state's \$2¼-billion retail goods annually, and account for 1/5 of North Carolina's \$487-million food bill. . . . Your No. 1 salesman in this model market is the 100,000 circulation of the GREENSBORO NEWS and RECORD . . .

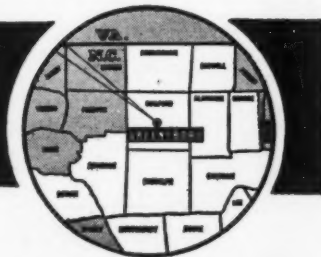
The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Bureau of Census Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

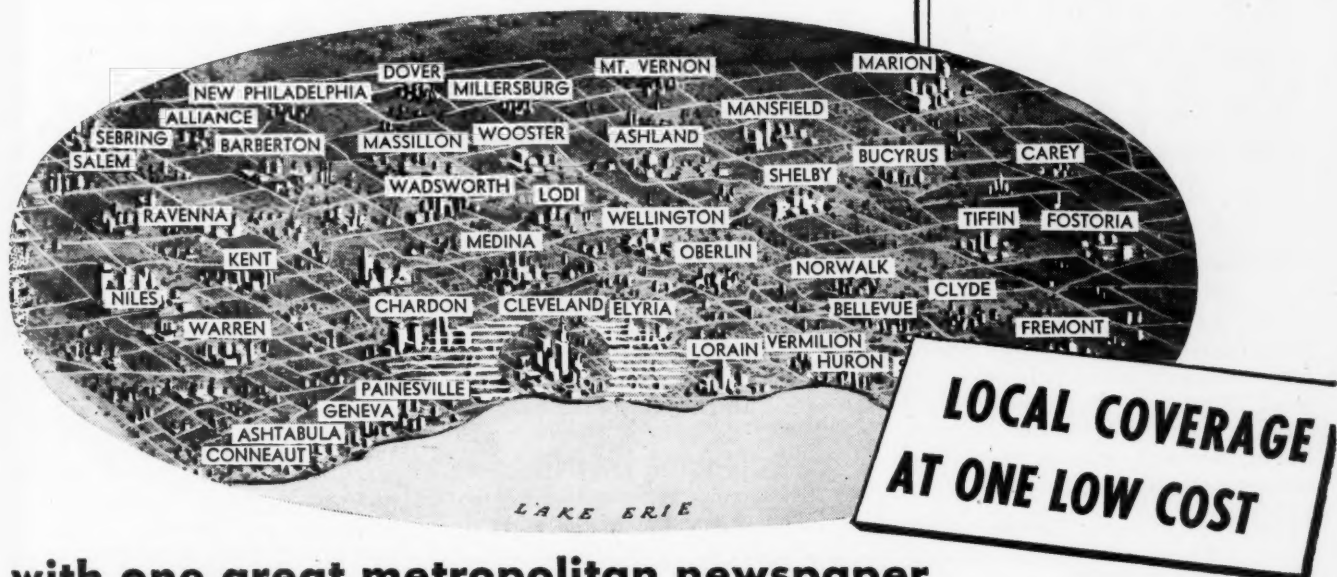
Represented by Jann & Kelley, Inc.



Make the complete rounds
of this

\$4,000,000,000

MARKET!



with one great metropolitan newspaper
THE CLEVELAND PLAIN DEALER

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.



	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,547,706,000	\$1,222,735,000
Food Sales	392,224,000	290,386,000
Gen. Merchandise Sales	235,613,000	100,135,000
Drug Sales	47,691,000	26,515,000
Furn., Hsld., Radio Sales	81,637,000	57,977,000
Eff. Buying Income	2,484,344,000	1,794,240,000

*Akron, Canton, Youngstown not included.

Figures—Sales Management Survey, May, 1951

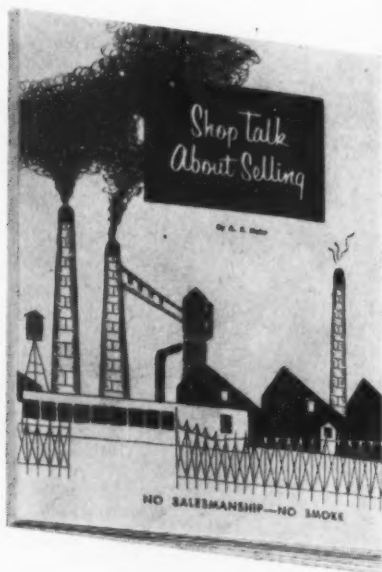
CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

Something New For Your Salesmen

"Shop Talk About Selling"



It's a fast-reading, thought-provoking little manual in which Sales Management has reprinted thirteen of the most popular "Shop Talk" columns dealing with the techniques of professional salesmanship.

In order, the short chapters cover:

1. Approach to Selling
2. The Salesman's Vocabulary
3. Interview Manners and Mannerisms
4. Identity for You and Your Company
5. Competition Is a Hot Potato
6. Safeguarding the Buyer's Interest
7. Shipshape Sales Tools
8. Service Salesmanship
9. Alertness in Selling
10. Follow-through on the Sale
11. How to Be a Star
12. How to Improve Your Techniques
13. How to Win a Promotion

Price: \$1 a copy

80c ea. 13 to 100 — 60c ea. 100 or more

Sales Management

386 Fourth Ave.
New York 16, N. Y.

can women—and both manufacturers and retailers want it as a selling point on their finished merchandise.

3. The ingredient product should not be promoted separately, but as a part of the whole. We recognize that this is a highly controversial statement, and we make it at the risk of being regarded as didactic. It's true that some highly successful advertising of hidden products has been directed exclusively at building the name of the ingredient alone. International Nickel, for example, builds acceptance for "your unseen friend, nickel" rather than for specific finished products made of nickel. Talon for years advertised its zippers with the main emphasis on the zipper itself. Although applications were usually shown, no attempt was made to make the finished item easy to buy.

U. S. Steel, on the other hand, keeps promoting wheelbarrows and similar finished products made with steel, and emphasizes the "plus" of the U.S.S. trademark. Conmar zippers promote the suits and dresses in which the zipper is an ingredient part. Even Timken features crack trains, such as the Broadway Limited, on railroads where Timken Roller Bearings are used.

Must Add "Plus"

Certainly the make of the zipper on a suit is not sufficiently important to influence one way or the other the sale of the suit. Similarly, if you, as a consumer, like the way a certain dishwasher operates, you'll buy it regardless of whether its sheet steel came from U. S. or Bethlehem. What the ingredient product does is to add a "plus" that helps the sale of the entire product.

That's why we say so positively that the manufacturer of a hidden product should place his advertising emphasis on the finished product rather than on his own specific contribution to it. That's the way Deering Milliken does it. That's the way Dan River does it. That's the way United-Carr Fastener Corp. does it with its Dot Snappers. That's the way many other leading advertisers in the textile field have found to be most effective in promoting their ingredient products.

Let's look at one specific example. In the February 25th issue of *Life* there's a four-color full-page advertisement of Springs Mills. It is full of the gusto for which the advertising of that mill is famous. But it's a very sound example of good hidden product advertising, too. Once you get

past the headline, "We Put the Broad in Broadcloth," you'll see that the dress shown in the illustration is not just any dress. It's a specific dress, made by Paintset Fashions, and retailing for \$3.98. What's more, the advertisement includes a list of representative stores where the dress may be bought.

4. Get manufacturers and retailers to promote the product. The textile people have shown amazing ability to get promotional support from the manufacturers who buy from them and particularly from the retailers who sell the finished product. This support, we should make clear, is placed behind the ingredient product as well as the finished article.

Dan River Is Symbol

Department stores and specialty shops use hundreds of thousands of lines of newspaper advertising every year to promote the Dan River name, for example. They do this because Dan River has made its name important as a retail selling point. The retailers' customers recognize the Dan River name as a symbol of quality when they see it in the advertising of their favorite stores.

Whether hidden product manufacturers in fields other than textiles can do as well in getting this kind of support is a moot question. The textile people get it for two reasons: (1) They sell through retail outlets that have sizable advertising budgets of their own; (2) they have learned how to stimulate the retailer into putting a sizable proportion of that budget behind their products.

There's small reason why the manufacturers of other types of ingredient products can't get the same kind of support. Many of them sell the same stores, or similar stores. Their retailers have advertising appropriations, and will spend them on the promotion of products—hidden or otherwise—that will make money for them. Whether you get your share of these retail advertising budgets is largely a matter of knowing how to go after them.

Generally, you'll get substantial advertising support from your manufacturers and their retailers if you:

1. Make the name of your ingredient product so important to consumers that it becomes a valuable selling point.
2. Identify your hidden product with desirable finished products in the minds of consumers.
3. Time the presentation of merchandise in your own advertising so

You must have confidence in your own self, a knowledge of your own power and initiative—courage to start things. No one else can do it for you.

—Jack Wardlaw

Top Secrets of Successful Selling: Thought Plus Action

it coincides with the best selling seasons at the retail level.

4. Provide retailers with promotional material, such as mats, counter cards and display materials, promoting specific finished products but mentioning prominently the name of your own ingredient product. You can do this either directly or through your manufacturers.

5. Keep a close check on the advertising of products to which you contribute to see whether your product is being mentioned consistently.

6. Write your manufacturers and retailers regularly commenting on the presence or absence of the name of your product in specific advertisements of theirs where you could or should have been mentioned.

5. Keep your ingredient product before the business and consumer press. Editors will be interested in new developments involving your product if you will take the trouble to keep them posted. It's generally true that hidden products are more susceptible to good publicity treatment than package goods, because the editors can mention them in more general terms, and because you can present them in a broad and unselfish manner.

Press Show

You can, for example, hold a press showing of all or many of the items in which your product is an ingredient. Think how dramatic such a presentation would be! The textile manufacturers do this sort of thing frequently with excellent results for themselves, their manufacturers and the press as well.

When you become adept at the use of these techniques you'll find that you, as a hidden product maker, are far ahead of the package goods promoters. They must depend on their own resources, while you will develop ever increasing support from your manufacturers, your retailers, and from the press.



How 2 slices of sausage upped

Ac'cent® distribution 550%



Ac'cent, then a new product, was ready to break its advertising in Chicago. But distribution was spotty—about 10%. *How to expand distribution—fast?*

Like scores of others, Ac'cent found the answer in the Store Detailing Service of the Donnelley Merchandising Division.

Because Ac'cent was totally unlike anything on the market, Donnelley's problem was not the usual one of building brand

preference, but rather of creating an entirely new want.

To get grocers *personally* sold on this unique product, Donnelley devised this simple demonstration:

Donnelley's detail salesmen purchased two slices of sausage at the meat counter. On one they sprinkled Ac'cent; the other was left plain. Grocers were then invited to taste the two pieces of sausage—and to compare the flavor...

Result: grocers were convinced that Ac'cent does "make flavors sing"—and Ac'cent's distribution zoomed from 10% to 55% within six weeks!

Need a highly skilled sales force to do a store detailing job like this for you? To supplement your own sales organization for a special promotion? To help you speed up several months of selling into as many weeks—or even days? *Call in the Donnelley Merchandising Division!*

Contact your nearest Donnelley office Phone... or mail this coupon today

THE REUBEN H. DONNELLEY CORPORATION

Merchandising Division, Dept. A4

407 E. 25th St.	50-22 23rd Street	401 N. Broad St.	110 Arlington St.
CHICAGO 16	LONG ISLAND CITY 1, N.Y.	PHILADELPHIA 8	BOSTON 16
Victory 2-3232	RAVENSWOOD 9-0500	WALNUT 2-2434	LIBERTY 2-1737

Please send additional information about—

☐ Store detailing ☐ Manual house-to-house sampling or couponing ☐ Installation of point-of-purchase displays ☐ Store checks

Name.....

Company.....

Address.....

City.....Zone.....State.....



Abstract Art?

NO... But It Brings a Pretty Price to PENNSYLVANIA FARMERS!

Pennsylvania farmers don't have to look at this with an artistic eye to see the beauty of it—for profits!

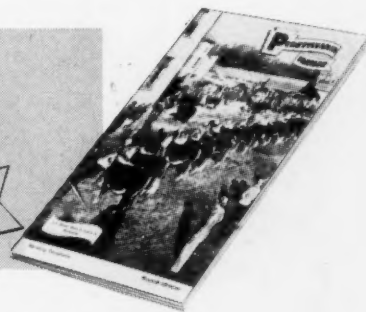
For sheep are important stock in trade on Pennsylvania farms. Yes, these are enlarged wool fibers. But wool is just one of a long list of farm products you'll find here—just another of the many and varied sources of income these farm folks have.

It's this *diversified* farming that sets Pennsylvania apart from most other farm states... and that gives it steady, high farm income right around the year. That's why these better off farm families are better, steadier customers for you.

Your best and most direct way of selling in this upper third farm state is *through* the one publication that serves its full interests: PENNSYLVANIA FARMER. It delivers 4 out of 5 of all Pennsylvania farm people twice every month. For the full story, write T1013 Rockwell Ave., Cleveland 14, Ohio.



Harrisburg



The Ohio Farmer, Cleveland

Michigan Farmer, East Lansing

Two other states that have a steadiness of income like Pennsylvania are Michigan and Ohio—served by MICHIGAN FARMER and THE OHIO FARMER.

Advertising

MEDIA ... AGENCIES ... SERVICES

Men's Magazines' Place In the Marketing Sun

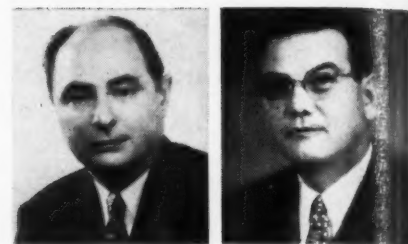
Without for one minute underestimating the power of a woman, it is still possible to make sales to the dollar-potent man market. In its just-released presentation, "Circulation Trends and the Man Market," *Argosy Magazine* demonstrates that men's magazines have zoomed circulation-wise and that the American male is still spending money for products advertised therein.

How have magazines fared generally and specifically since the war in the battle for consumer attention? By type, *Argosy* learned that, from

1946 through 1950, weeklies gained 10.5%; news weeklies, 10.9%; women's service, 3.4%. During the same span men's magazines gained 57.1%, an average; *Argosy* itself rose 426%.

Checking these same types of magazines for sales velocity on the newsstands, *Argosy* reports that, during the same four-year period: weeklies were down 19.5%; news weeklies, 41.5%; women's service, 21.2%. However, men's magazines gained 36%; *Argosy*—almost blushing—showing a rise of 343.7%.

Taking pages from a number of studies of the field by others, *Argosy* shows growing recognition of the



ELECTED: Lloyd George Venard (left), former vice-president, is now president of The O. L. Taylor Co., radio station representatives. He has succeeded O. L. Taylor (right), now chairman of the board.

male's importance in purchasing and in brand selection which seems to have paralleled the circulation growth in men's magazines.

According to a study by the University of Illinois, 63% of the purchases of men's furnishings were made by men; 72% in men's toiletry items; 65% in hardware; 68% of all automobiles; 79% of gas and oil. The advertising agencies have been looking keenly at this market. Batten, Barton, Durstine & Osborn, Inc., studying the male influence in grocery shopping, found that 68% of men shop for groceries once a week at least. J. Walter Thompson Co., in a survey for the U. S. Brewer's Foundation, discovered that three-fourths of all beer is consumed by men. Other surveys shoring up *Argosy's* report on the man market were made by Crossley, Inc.; the Fawcett Study on Male vs. Female Influence in Buying and Brand Selection; a Curtiss Publication survey of independent drug stores' customers, showing that men are the key factor in traffic.

Analyzing its own market characteristics, *Argosy* reports thus:

Almost a completely male market—98.3%.

An average age of 31.7 years—75.8% in the key age of spending, 18 through 39.

A market with money to spend. *Argosy's* average family income is \$4,903, contrasted with a national average of slightly over \$3,000. Seventy-six percent earn \$3,000 a year or more.

Education—95.4% of *Argosy's* readers have a high school education or better.

Marital status—71.3% of *Argosy's* readers are married. They have 1½ children per family, on the average; four out of five families have one or more cars.

The *Argosy* presentation concludes: "The male has become a most im-



TREND UP in point-of-sale displays by Einson-Freeman Co., Inc., is evidenced by rose stem (left) dramatizing Vertagreen for Fertilizer Division of Armour & Co., and by tall tale-teller, Arthur Godfrey (right), for Kingan's Reliable Food Products.

now ready



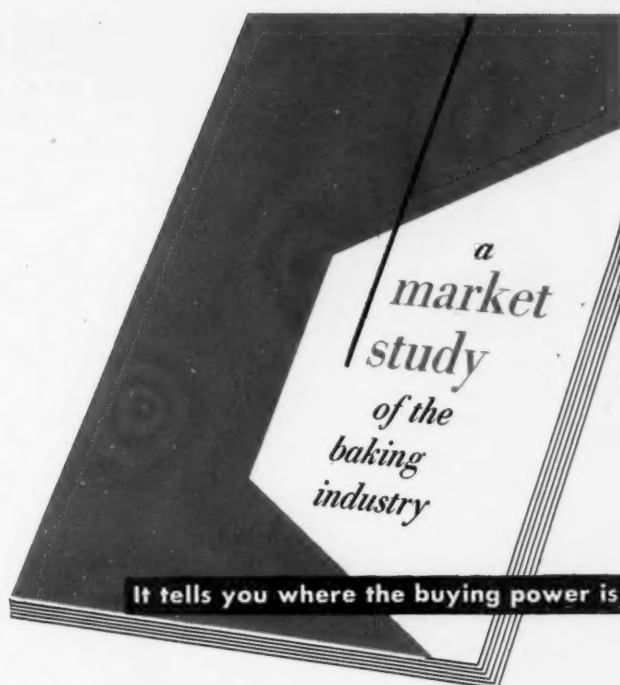
new study of the baking industry

An analysis of the major operating groups, their buying practices, channels of distribution and methods of selling. A guide for sales managers, advertising managers, agency account managers, copywriters, space buyers, market researchers and sales analysts, merchandising managers and product development managers.

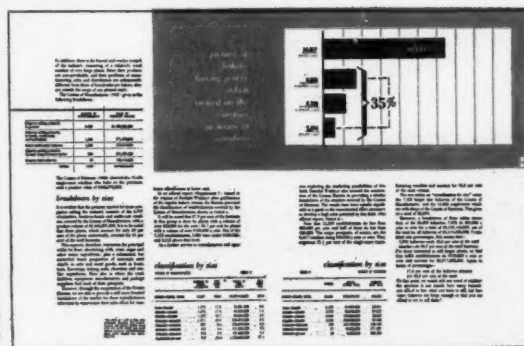
how it was made—what it covers

"Market Study of the baking industry" has been compiled from latest figures of the U. S. Census of Manufactures and Census of Business, including a special compilation made by the Census Bureau for BAKERS WEEKLY (Official Census Report, Supplement I). It describes the size of the market and its organization by types of producers and distributors—describes its buying practices; tells how the industry has changed in recent years. It charts the various sizes and types of establishments; shows how 90.7% of the business is done by only 35% of the total number.

This new study brings you information essential to the determination of sound sales and advertising procedures in this market.



FREE—comprehensive new study to help manufacturers and agencies plan distribution, sales and advertising to the concentrated buying power in this 3¼ billion dollar industry.



Pages like these chart and tabulate market data.

TYPICAL CHAPTER HEADS—The baking industry today • Organization of the industry • Bakers' interests and needs • Evaluating ingredient sales potentials • Equipment bought by bakers • Advertising that can help manufacturers sell the baking industry.



Bakers Weekly
THE BUSINESS MAGAZINE
OF THE BAKING INDUSTRY



AMERICAN TRADE PUBLISHING CO.

45 West 45th St., New York 36, N. Y.
520 North Michigan Avenue, Chicago 11, Ill.
Simpson-Bell, Ltd.,
1709 West 8th Street, Los Angeles 17, Calif.
703 Market Street, San Francisco 3, Calif.

Other A. T. P. Co. Publications

The Biscuit & Cracker Baker

Feed Age
Only magazine devoted to Feed Manufacturers

Bakers Weekly Buyers' Guide-Catalog
Issued annually, Current Edition 1951-52



American Trade Publishing Co.
45 West 45th Street, New York 36, New York

Please send me my **FREE** copy of the handbook
"Market Study of the baking industry."

NAME _____

COMPANY _____ POSITION _____

STREET _____

CITY _____ ZONE _____ STATE _____

S



DR. JOHN R. KNIPPING is the newly elected vice-president of Albert Frank-Guenther Law, Inc.

portant factor in buying and in brand selection. . . . And paralleling this, men's magazines have been the post-war sales phenomena in the magazine field."

Just how large is this field in comparison with other major fields? Circulation figures show: weeklies, 15,707,671; news weeklies, 2,502,408; women's service, 15,543,827; men's magazines, 9,048,127. *Argosy* itself sold slightly over 200,000 in 1946, over 500,000 in 1948, and for the first six months of 1951 sold 1,093,517 copies. It is now offering a 1,100,000 circulation effective July, 1952.

Westinghouse Spearheads Air Reminder Campaigns

How to keep advertisers' names "up in lights" in the minds of the American consumer is the problem currently being tackled by Westinghouse Radio Stations, Inc. Westinghouse has inaugurated a new group-station plan concerning air advertisers' use of station breaks. The plan has been launched on each of the Westinghouse AM stations: WBZ, Boston; WBZA, Springfield, Mass.; KYW, Philadelphia; KDKA, Pittsburgh; WOWO, Ft. Wayne, Ind.; KEX, Portland, Ore.

Aim of the operation is to spearhead a return to name-building campaigning via radio. Westinghouse officials describe it as "doing today what must be done for—and before—tomorrow."

Special additional discounts are granted advertisers who use a minimum of seven breaks a week on three or more stations. In case of an advertiser who makes maximum use of the plan, he may earn an additional discount of as much as 20%.

E. R. Borroff, general sales manager for Westinghouse, says: "With increases running from 11% to 13%

in local and national spot advertising, resulting in more competition among air advertisers for public attention, our new plan means that advertisers can now expand their schedules . . . reach more listeners and increase impacts at relatively small cost."

The plan is expected to re-focus attention on the station break, a potent form of radio advertising that is sometimes forgotten even by companies that have had outstanding success with this type of reminder advertising.

A new rate card, detailing the station-group plan, has already been distributed.

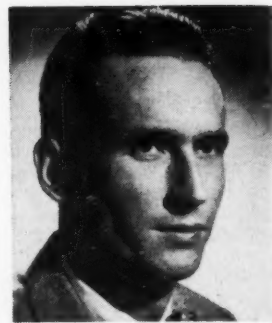


"CRIME DOES NOT PAY": theme of all MBS mystery programs for three months. Harold A. Petit (left), president of National Exchange Club, and Bill Fineshruber (right), executive vice-president of Mutual, discuss the network's participation.

Industrial Ad Contest Offers \$5,000 in Awards

Has industrial advertising played a significant and effective role in your sales program? Is your advertising department prepared to prove it? If so, May 1 is the deadline this year for a chance to cash in on Putman awards totaling \$5,000. The contest is the fifth in a series sponsored annually by the National Industrial Advertisers Association under awards established by the Putman Publishing Company, Chicago, in 1947.

Successful past entrants have submitted easy-to-read compact reports telling essentially a four-part story: (1) The company's specific sales problem; (2) the task assigned to



MERRITT WILLEY joins Kelso Norman Advertising, San Francisco, as general manager of the agency.

advertising; (3) exactly what was done in advertising; (4) tangible results achieved.

It's strictly a contest by and for top management. Entries will be judged exclusively by a five-man top management panel of judges selected by the NIAA's awards administrative committee. Already on hand to fortify your own efforts in selling through industrial advertising are 117 contest entries kept permanently in Putman Publishing Company's library.

Entries and requests for details go to the National Industrial Advertisers Association, 1776 Broadway, New York 19, N. Y. All reports must be prepared exclusively for this contest. Elaborate or expensive presentations are not necessary, says NIAA. Only facts are desired.

Ad Council's Public Service Ingredient In Magazine Campaigns

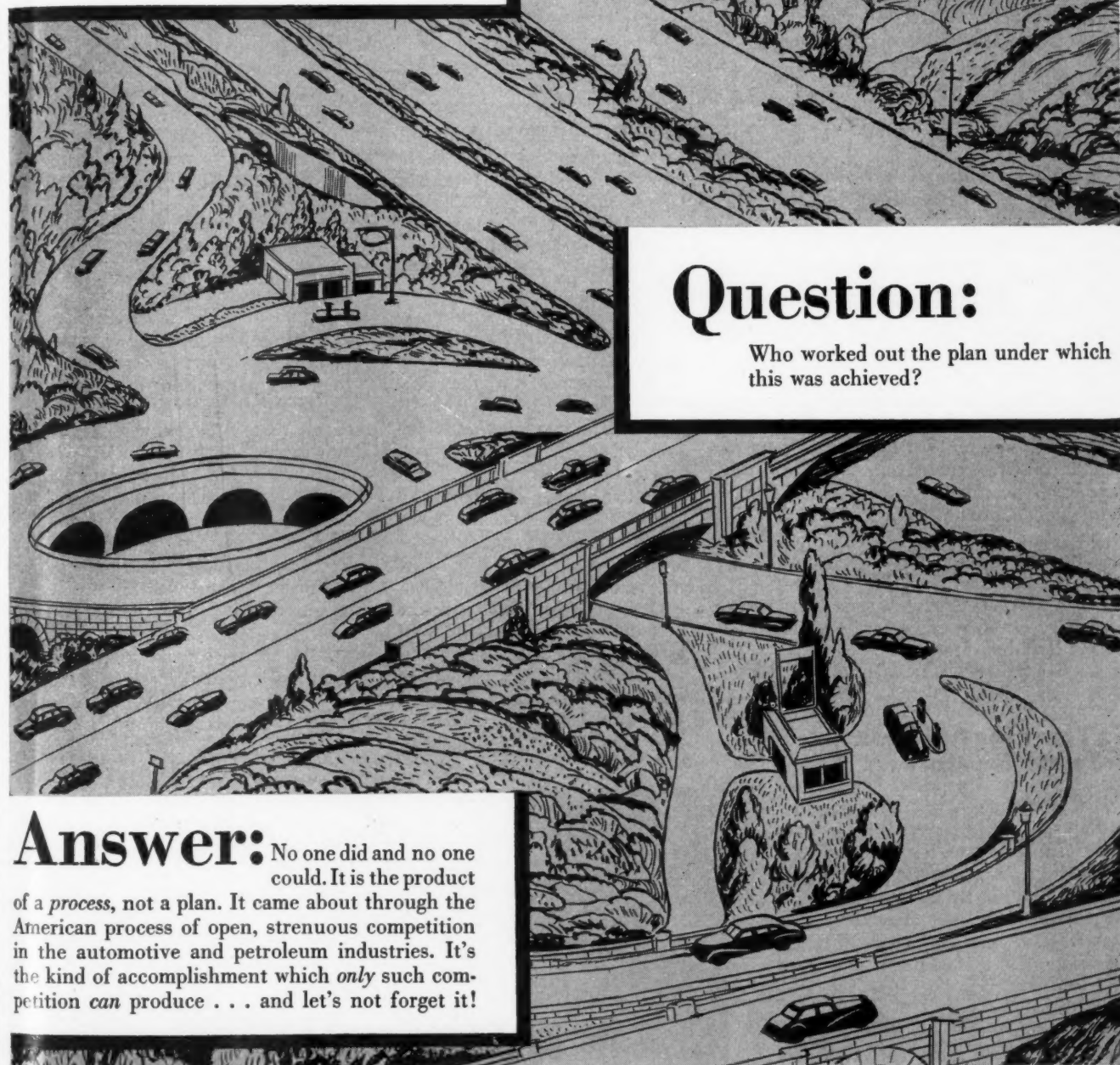
Slick as a double meld in Canasta is The Advertising Council's latest system for plugging its public service messages as integral parts of magazine advertising campaigns. Known as the Magazine Allocation Plan, it



EUGENE S. THOMAS is elected vice-president in charge of television, George P. Hollingbery Co.



Fact: With over 40 million cars . . . more than a mile of road for every square mile of area . . . and over 250,000 gasoline stations along those roads . . . the people of the U.S. have achieved freedom of personal mobility beyond anything even imagined anywhere else.



Question:

Who worked out the plan under which this was achieved?

Answer: No one did and no one could. It is the product of a *process*, not a plan. It came about through the American process of open, strenuous competition in the automotive and petroleum industries. It's the kind of accomplishment which *only* such competition can produce . . . and let's not forget it!

This report on PROGRESS-FOR-PEOPLE is published by this magazine in cooperation with National Business Publications, Inc., as a public service. This material, including illustration, may be used, with or without credit, in plant city advertisements, employee publications, house organs, speeches or in any other manner.

The competitive system delivers the most to the greatest number of people

demonstrates the affinity of the inflation fight for the thrift theme in Campbell's Soup ads, of its better schools drive for the teen-agers in 7UP displays, and of savings bonds making possible the vacations played up in Kelly Springfield Tire advertisements—to mention but three.

Just launched, the plan calls for companies to incorporate voluntarily a message on one of the Council's non-controversial public service campaigns in at least four of their magazine advertisements within the year.

A 20-page brochure outlining the proposal has been sent to about 200 advertisers. Upwards of 400 advertising agencies have received copies to enable them to advise clients on adapting the plan to their individual campaigns. The brochure was designed and produced by Ted Bates and Co. as a contribution to the project.

Says Lee H. Bristol, president of Bristol-Myers Co.; "I think this proposal deserves the consideration and support of every advertiser because it represents still another way in which American business can help itself—by helping all America."

The booklet reproduces several actual advertisements utilizing public service tie-ins which have already been published by nationally-known advertisers. Other examples, intended as "thought-starters," depict wholly commercial advertisements which have been doctored by the Council to include a public service message.

The plan has already won pledges of support from the following companies: The Borden Co.; Borg-Warner Corp.; Bristol-Myers Co.; Birds Eye Division of General Foods Corp.; Republic Steel Corp.

No Tears for AM Radio In Television Markets

How's business with radio stations in the big TV markets? How has ready availability of television advertising affected radio stations' billings?

According to Broadcast Advertising Bureau, no tears need be shed for radio in markets where TV is operating; 1951, for many of these AM stations, was the best year in their history.

This is one of the facts emerging from the poll of radio station managers in the six cities with the highest TV penetration—Boston, Chicago, Detroit, Los Angeles, Philadelphia and New York City. The poll was conducted by BAB and results of the survey furnish the following clues to the health of AM radio.



EUGENE J. LOWTHER is newly appointed advertising manager of Macfadden's Sport-Men's Group.

In these six cities, 55% of the stations reported an increase in billings for 1951 over 1950; 15% reported no appreciable change in their billings (2% gain or loss); 30% reported less business in 1951 than in 1950.

Gains in 1951 business over 1950 ranged as high as 45%. The largest loss reported by any station was 24%. Most of the stations reporting gains or losses were, however, within 5% to 10% of their 1950 billings.

Virtually all stations reporting indicated that business in the final quarter of 1951 was substantially ahead of 1950's final quarter. Business already on the books for the first quarter of 1952 caused many stations participating in the BAB study to forecast a better first quarter this year than they had in 1951 or 1950.

Independent stations showed greater gains than network affiliates in the six cities studied, but the majority of the network affiliates that had a network revenue deficit overcame it to show an overall gain for the year, the BAB study disclosed.

With but one exception, the stations reported increased local, especially retail, business. Most of the stations also had more national spot business than in 1950.

Factors other than competition of other media influenced the lower gross sales figures that several stations had, the managers told BAB. Local labor conditions and problems with their own physical plants were two of the factors that held back station revenue.

The loss and gain pattern was not geographical. In several cities where some stations showed gains in revenue, stations of equivalent standing showed losses. Nor did the depth of TV penetration set any pattern, with gains occurring in areas where TV penetration was deepest.

Summarizing the findings, BAB president William B. Ryan, said: "This survey proves again that radio has not been affected substantially by TV, even in the areas where there are many TV stations and relatively deep TV penetration.

"The results disclose that advertisers began to re-invest substantially in radio about mid-summer. Evidence is also piling up that radio is more than holding its own audience-wise in these six cities and in other cities where there are TV stations. It appears that radio advertising totals may reach an all-time high in 1952.

"As for the continuing competition of other media, it appears that newspapers suffered more than radio in the six cities studied. The Media Records lineage figures indicate that newspaper lineage was less in five of these cities in 1951 than it was in 1950."

BAB plans to make a twice-yearly check of radio advertising revenues in key cities, especially in TV cities, according to Mr. Ryan.



MOVING DISPLAY brings color and light to point-of-purchase signs for drug stores, super markets, busses, department stores, restaurants and clubs. Panels of Vinylite moving on an endless belt are manufactured, installed and serviced by Advertising Conveyors of New York, Inc. Bakelite Co. makes the plastic panels.

[illegible]

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT** *Survey of Buying Power* to your own market areas. Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone MU. 4-3559)

MARKET STATISTICS, INC.

MARCH 1, 1952

High Spot Cities

Retail Sales Forecast for March 1952

Retail sales in March will total \$12.4 billion, a 4% drop from the relatively inflated total of \$12.9 billion registered last March. The decline reflects a somewhat different seasonal condition in that the customary Easter rise will occur in April 1952 rather than in March, as was the case last year. Also, the fear-induced buying spree of 1951 was still in motion last March. It was this retail splurge which has made the retail performance since November appear so unfavorable.

In coming months, percentage gains in dollar volume may be in greater evidence, but the real volume of sales, adjusted for price change still shows a remarkable stability about the same level. Among the components of retail sales, however, there are still great differences in movement, with food and drug sales showing far

greater gains than automotive, furniture and appliance sales.

Among those states reporting better-than-average performances for this March, (as opposed to March of 1951) are: Arizona, Connecticut, Georgia, Indiana, Kansas, Kentucky, New York, Ohio, Oregon, and South Carolina.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 129.0; Bethlehem, Pa., 118.0; Akron, Ohio, 115.2; Tucson, Ariz., 115.2; Ventura, Cal., 115.0; Newport News, Va., 114.8; Elmira, N. Y., 114.0; Augusta, Ga., 112.9; Wichita, Kans., 111.7; Battle Creek, Mich., 111.6; Casper, Wyo., 110.5; Warren, Ohio, 110.0; Harrisburg, Pa., 109.9; Bartlesville, Okla., 109.8; Hartford, Conn., 109.1; Pittsburgh, Pa., 108.8; Muskegon, Mich., 108.5; Columbia,

S. C., 108.3; Niagara Falls, N. Y., 108.5; Cleveland, Ohio, 108.2; San Diego, Cal., 108.0.

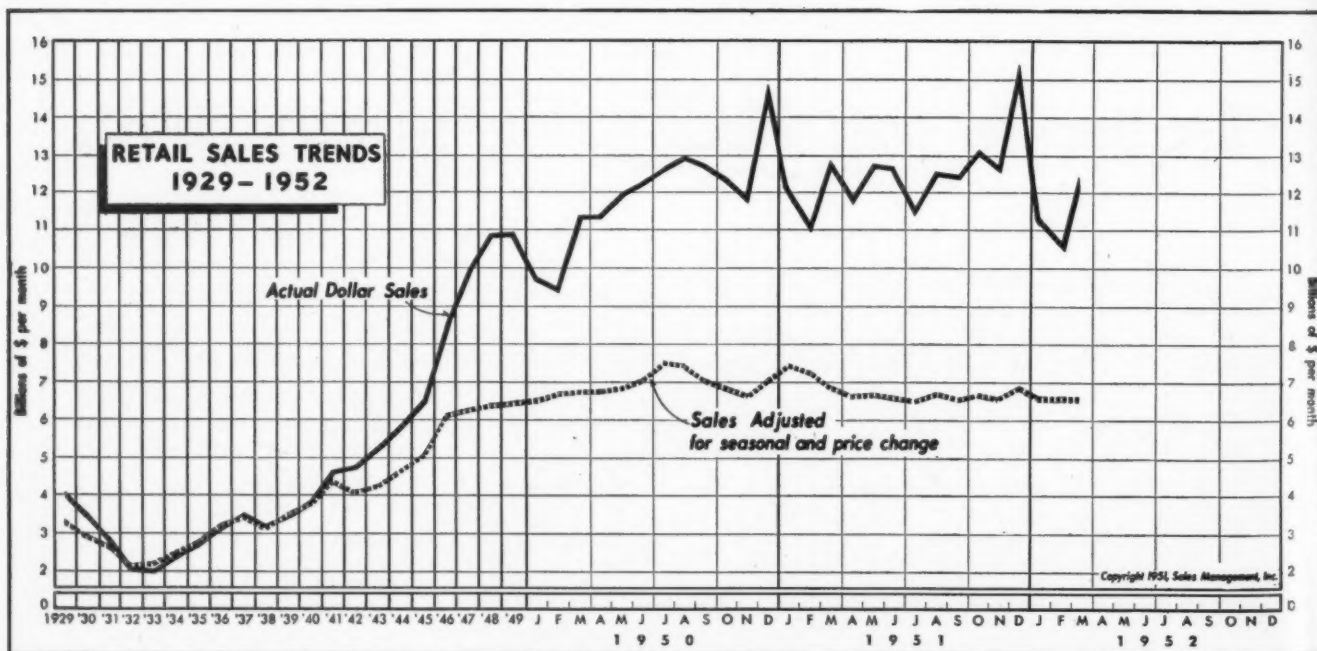


Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. . . . In Canada the year of comparison is 1941, the most recent year of official sales census results.

The second figure, "City Index, 1952 over 1951," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.



Retail sales in March 1952 will total \$12.4 billion, but when adjusted for seasonal influences and price change, the volume of sales in 1935-39 dollars amounts to \$6.6 billion. This will mark off

nearly a full year in which the physical volume of retail sales has been declining from the peak levels generated by the onset of the Korean War.

The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for March, 1952)				
City Index 1952 vs. 1939	City Index 1952 vs. 1951	City Nat'l Index 1952 vs. 1951	\$ (Million) March 1952	

UNITED STATES

362.5 96.0 100.0 12415.00

Alabama

Birmingham ...	411.3	94.8	98.8	33.56
Gadsden	472.5	90.0	93.7	4.82
★ Mobile	475.4	99.6	103.8	11.48
Montgomery ...	381.7	92.9	96.8	9.62

Arizona

★ Phoenix	575.4	102.0	106.2	22.44
★ Tucson	559.9	110.6	115.2	10.75

Arkansas

Fort Smith ...	414.0	94.7	98.6	5.34
Little Rock ...	429.9	91.7	95.5	14.36



To How Many People Does Your Advertising Say "Hello" ?

In Localnews cities a trip downtown is filled with social interludes . . . greetings . . . inquiries about yourself and family . . . chats about the youngsters, the rally last night at the school, that new sign across the street over the drug store, the increase in traffic on Main Street.

Back home . . . when the newspaper arrives . . . the friendly contacts continue. Every page . . . including the ads . . . says hello over and over again . . . talks about people you know, things going on in the community.

In no other daily newspaper . . . or medium . . . does your advertising have this sense of *belonging* in the reader's life . . . like a sidewalk conversation or a wave of the hand or honk of the horn from a passing car.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE

One of New England's Best ... in GREATER Middletown, too.

Your advertising in the Press brings all of Middlesex County into your selling sights. The Press covers the county as no combination of incoming papers can ... Sell these GREATER Middletown families on your brand ... whether they're shopping in Middletown stores or in stores closer to homes. It's a \$68,007,000 retail market ... with family sales \$223 above the national family average ... family income \$553 above!

You always get MORE in GREATER Middletown, too.

You always get MORE
in MIDDLETOWN.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

68% MORE MONEY with which to BUY YOUR WARES

in Greenwich, Conn., where the average family has 68% more spendable income than has the average U. S. family. Only one newspaper gives effective coverage of this rich market, it is Greenwich Time, often called "the best suburban daily newspaper in America." National Representatives, Bogner and Martin, N. Y. and Chicago.

High Spot Cities

RETAIL SALES (S.M. Forecast for March, 1952)

City	City	Nat'l	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

California

★ Bakersfield	479.6	96.6	100.6	13.62
Berkeley	329.3	92.9	96.8	9.22
★ Fresno	506.5	102.2	106.5	21.98
Long Beach	414.4	90.5	94.3	28.97
Los Angeles	328.9	94.8	98.8	209.81
★ Oakland	359.7	103.5	107.8	53.02
Pasadena	369.3	89.9	93.6	16.62
★ Riverside	456.6	100.1	104.3	6.47
Sacramento	324.5	91.2	95.0	20.90
San Bernardino	418.2	95.4	99.4	9.20
★ San Diego	488.6	103.7	108.0	38.06
★ San Francisco	318.4	98.1	102.2	99.52
★ San Jose	392.8	99.5	103.6	14.81
Santa Barbara	338.9	90.3	94.1	6.44
★ Stockton	411.6	98.6	102.7	12.43
★ Ventura	420.2	110.4	115.0	3.74

Colorado

★ Colorado Springs	379.5	102.3	106.6	6.49
★ Denver	347.7	99.6	103.8	50.45
★ Pueblo	361.8	97.1	101.1	6.73

Connecticut

★ Bridgeport	342.5	103.3	107.6	20.55
★ Hartford	332.2	104.4	109.1	29.40
Middletown	299.0	93.2	97.1	2.90
★ New Haven	295.9	97.2	101.3	21.04
★ Stamford	397.3	98.4	102.5	8.82
★ Waterbury	297.2	101.2	105.4	10.55

Delaware

★ Wilmington	387.9	96.4	100.4	20.56
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District of Columbia

★ Washington	387.0	102.2	106.5	127.06
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Florida

Jacksonville	414.6	93.5	97.4	25.00
Miami	522.1	93.2	97.1	43.91
★ Orlando	473.8	96.2	100.2	10.14
★ Pensacola	404.3	99.4	103.5	5.58
St. Petersburg	516.9	94.1	98.0	13.75
Tampa	490.2	94.0	97.9	18.43

Good Pay, Good Jobs— Good CUSTOMERS

Biddeford-Saco's family income is \$687 above the state average ... a level of family prosperity higher than in many of New England's large industrial cities.

With 1.3 pay envelopes per family, our folks earn good money, spend liberally for food, other necessities and home comforts—\$555 more than the average Maine family.

The Journal provides thorough coverage of this responsive market, plus the penetrating impact of local news ... at moderate cost.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

PITTSFIELD, MASS.

Person for person, the best
mass food market in the state.

Highest per capita food sales of the
state's metropolitan country markets.

\$274

30% above U. S. average

ONE NEWSPAPER
covers this
\$36,439,000

FOOD MARKET

100% of city zone; 70%
of entire metropolitan area.

NO. 1 GROCERY BUY
in the state

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES

(S.M. Forecast for March, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

Georgia

Atlanta	364.1	94.8	98.8	51.12
★ Augusta	445.9	108.4	112.9	9.14
★ Columbus	480.3	96.5	100.5	9.27
★ Macon	396.6	100.2	104.4	8.13
★ Savannah	369.0	98.5	102.6	10.37

Hawaii

★ Honolulu	360.1	96.0	100.0	33.48
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Idaho

Boise	330.0	90.1	93.9	5.94
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Illinois

Bloomington	324.2	92.4	96.3	5.22
Champaign-Urbana	389.7	94.6	98.5	7.91
Chicago	296.3	94.1	98.0	365.82
Danville	347.1	95.3	99.3	5.31
Decatur	329.0	93.7	97.6	8.62
★ East St. Louis	409.7	96.6	100.6	8.85
★ Moline-Rock Island-E. Moline	371.1	96.7	100.7	11.28
Peoria	319.9	92.4	96.3	15.93
★ Rockford	392.7	101.2	105.4	14.06
Springfield	341.6	92.0	95.8	11.41

Indiana

Evansville	379.6	92.0	95.8	13.97
★ Fort Wayne	371.0	97.6	101.7	16.99
★ Gary	417.6	97.1	101.8	14.74
★ Indianapolis	367.9	97.1	101.1	56.54
Muncie	334.4	95.8	99.8	6.42
★ South Bend	460.9	100.7	104.9	18.02
Terre Haute	317.8	90.2	94.0	8.74

Iowa

Cedar Rapids	320.0	93.0	96.9	8.64
Davenport	325.0	95.3	99.3	9.10
Des Moines	320.4	92.1	96.0	21.50
Sioux City	309.7	92.4	96.3	9.91
Waterloo	349.4	93.4	97.3	8.07

Kansas

★ Hutchinson	340.9	97.7	101.8	4.58
★ Kansas City	352.8	99.8	104.0	10.09
Topeka	318.6	92.2	96.0	8.22
★ Wichita	531.8	107.2	111.7	23.08

RETAIL SALES

(S.M. Forecast for March, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

Kentucky

Lexington	306.3	90.5	94.3	8.27
★ Louisville	380.3	97.4	101.5	40.62
★ Paducah	410.1	123.8	129.0	4.88

Louisiana

Baton Rouge	485.9	92.5	96.5	11.03
New Orleans	395.0	92.8	96.7	50.56
★ Shreveport	394.8	96.8	100.8	15.12

Maine

★ Bangor	278.2	96.7	100.7	4.59
Lewiston-Auburn	220.7	89.2	92.9	4.59
Portland	238.8	92.5	96.4	8.93

Maryland

★ Baltimore	323.5	96.0	100.0	100.23
Cumberland	267.2	91.7	95.5	4.65

Massachusetts

★ Boston	252.5	96.0	100.0	100.80
Fall River	261.2	90.2	94.0	2.62
Holyoke	301.1	91.4	95.2	5.36
Lawrence	264.4	91.3	95.1	7.72
Lowell	345.6	92.4	96.3	8.71
Lynn	276.3	87.4	91.0	9.34
New Bedford	275.1	90.9	94.7	9.16
Pittsfield	281.8	95.3	99.3	5.58

Short - - and SWEET

Holyoke's food sales are 56% above average! Drug 77%! Furniture-household 73%! That's because Holyoke stores are the main shopping center for a 114,900 city zone population... spending \$100,145,000.

Their local newspaper is read daily by more than 25,800 of the city zone's 31,800 families.

A PREFERRED MARKET FOR ADVERTISERS

The Holyoke Transcript Telegram

HOLYOKE, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

PORTLAND, MAINE

Basic New England Market

The largest Metropolitan County area North of Boston... plus the largest Wholesale Market North of Boston... plus the largest Newspaper Circulation North of Boston... all add up to

The Great NORTH OF BOSTON MARKET

Umbrella coverage of this large New England area places your advertising daily in homes with

\$282,000,000 INCOME

\$213,000,000 RETAIL SALES

Basic New England Test Market

**PORTLAND PRESS HERALD • EVENING EXPRESS
PORTLAND SUNDAY TELEGRAM**

PADUCAH'S

Ridin'
High!



Nation's No. 1 High Spot City.
\$500 million atomic energy plant
going up—plus world's largest
electric power pool.

Nation's greatest gain in bank
clearings during 1951.

Good time to advertise in—

The Paducah Sun-Democrat

27,000 Paducah, Ky. 27,500
Daily Sunday

Burke, Kuipers & Mahoney

MAN-SIZE JOB!

Little Falls . . . population, 9,200 . . . has 15% of Herkimer County's population — but 21% of its retail sales. That's a man-size selling job, better than a lot of big cities. But it's not all . . .

The total market . . . 30,000 people . . . spends \$27,930,000 for retail goods. Times readers account for \$21,000,000 of that sum.

That's Little Falls and the Times . . . TOPS in everything but the cost of selling the market.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

A TEST CAMPAIGN

WILL CONVINCE YOU IN
RECORD TIME THAT THE
SALISBURY
POST
IS ONE OF THE
SELLINGEST
NEWSPAPERS IN
AMERICA — IN ONE
OF THE BUYINGEST
MARKETS



WARD-GRIFFITH COMPANY
Representatives

High Spot Cities

RETAIL SALES (S.M. Forecast for March, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

Massachusetts (cont.)

★ Salem	309.9	96.6	100.6	4.99
Springfield	265.7	93.8	97.7	18.15
★ Worcester	302.6	99.8	104.0	22.88

Michigan

★ Battle Creek	424.6	107.1	111.6	8.45
★ Bay City	413.6	96.3	100.3	7.32
Detroit	413.0	92.4	96.2	224.05
Flint	351.1	90.3	94.1	20.54
Grand Rapids	375.4	94.4	98.3	24.70
★ Jackson	350.4	97.2	101.2	7.99
★ Kalamazoo	375.8	98.4	102.5	11.01
★ Lansing	411.8	103.5	107.8	15.65
★ Muskegon	368.6	104.2	108.5	7.04
★ Pontiac	349.6	96.0	100.0	8.88
★ Royal Oak-				
Ferndale	471.2	97.4	101.5	8.34
Saginaw	312.6	94.9	98.8	9.16

Minnesota

★ Duluth	268.8	99.8	103.9	10.46
Minneapolis	298.6	92.3	96.1	65.58
St. Paul	263.5	92.8	96.6	36.02

Mississippi

Jackson	477.0	93.6	97.5	10.16
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Missouri

Kansas City	375.2	92.9	96.7	68.78
St. Joseph	296.6	92.5	96.3	7.00
St. Louis	320.8	94.2	98.1	92.51
Springfield	392.9	95.5	99.5	8.33

Montana

Billings	413.2	94.8	97.7	6.28
Butte	231.2	91.6	95.4	4.74
Great Falls	335.5	89.5	93.2	5.57

This Spells M U S T

Check every independent market in the state above 25M population. Not one . . . including the large metropolitan centers . . . equals Salem's retail activity — 71% above average volume!

Neighboring communities dependent on Salem help set this tremendous pace. They're so close to Salem stores that they form a natural city zone of 147,700 . . . with \$5,625 income per family . . . \$222,772,000 total income.

The Salem News is the only newspaper whose coverage is tailored to this huge shopping pattern.

THE SALEM EVENING NEWS SALEM, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

FUTURE UNLIMITED

Royal Oak is traveling upward — fast. Has more buying power per family than any city on the High-Spot list . . . the highest monthly sales gains, 1939-50, of all Michigan cities . . . is one of the country's top Preferred cities. And it has the fastest-growing newspaper in the state — 108.2% in 10 years.

To its 95% coverage of Royal Oak, the Daily Tribune adds 13,500 circulation in prosperous south Oakland County.

THE DAILY TRIBUNE

Royal Oak, Mich.

South Oakland's
Only Daily

Over 25,018
Evening

Represented by
The Julius Mathews
Special Agency, Inc.

SALES MANAGEMENT

(S.M. Forecast for March, 1952)

City	City	City	
Index	Index	Nat'l	\$
1952	1952	Index	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

Lincoln	339.8	92.2	96.0	10.84
+ Omaha	361.0	98.1	102.2	31.05

Regr	352.9	95.5	99.5	6.60
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★ Manchester	...	311.6	97.0	101.0	8.57
★ Nashua	282.2	97.7	101.8	3.33

Atlantic City ..	294.8	94.0	97.9	10.73
Camden	341.0	92.6	96.5	13.71
★ Elizabeth	320.4	96.0	100.0	11.76
Jersey City-				
Hoboken	254.7	94.8	98.8	24.07
Newark	275.9	95.5	99.5	56.09
★ Passaic-Clifton	371.1	98.3	102.4	14.10
Paterson	295.0	91.0	94.8	16.58
Trenton	307.7	94.1	98.0	16.40

Albuquerque	..	735.3	92.9	96.8	13.97
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Albany	323.3	91.2	95.0	19.98
Binghamton ..	285.5	94.1	98.0	9.88
★ Buffalo	313.4	98.6	102.7	65.98
★ Elmira	323.4	109.4	114.0	7.29
★ Hempstead ..				
Township ...	639.8	100.0	104.2	61.68
★ Jamestown	336.8	102.7	107.0	5.76
New York	289.5	93.1	97.0	753.34
★ Niagara Falls ..	346.4	104.2	108.5	10.01
★ Rochester	279.6	97.9	102.0	38.75
★ Rome	366.3	97.3	101.4	3.59
★ Schenectady ...	327.1	98.1	102.2	11.94
★ Syracuse	296.9	97.6	101.7	25.65
Troy	326.3	90.0	93.8	9.07
★ Utica	325.0	97.2	101.2	*11.96

★ Asheville	362.4	96.0	100.0	7.61
Charlotte	487.6	95.0	99.0	18.92
Durham	358.1	92.2	96.0	7.27
Greensboro	...	594.3	95.8	99.8	13.49
★ Raleigh	448.1	98.8	102.9	9.32
Salisbury	334.1	93.1	97.0	3.04
★ Wilmington	...	357.5	100.3	104.5	4.29
Winston-Salem	...	357.6	95.6	99.6	8.51

Fargo	345.2	89.0	92.7	5.73
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★ Akron	403.4	110.6	115.2	35.66
★ Canton	361.4	99.8	104.0	15.43
★ Cincinnati	328.9	96.2	100.2	61.77
★ Cleveland	339.9	103.9	108.2	116.44
Columbus	314.7	90.5	94.3	40.85

RETAIL SALES
(S.M. Forecast for March, 1952)

City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	March
vs. 1939	vs. 1951	vs. 1951	1952

★ Dayton	365.4	99.9	104.1	31.72
★ Mansfield	355.4	94.8	98.7	6.22
★ Springfield	...	352.4	99.5	103.6	8.81
★ Toledo	359.7	97.8	101.9	38.60
★ Warren	420.3	105.6	110.0	7.44
★ Youngstown	...	338.0	101.9	106.1	21.97

★ Bartlesville	... 379.1	105.4	109.8	2.54
Muskogee 313.3	90.2	94.0	3.29
Oklahoma City	. 357.6	91.1	94.9	26.75
★ Tulsa 440.1	103.2	107.5	24.34

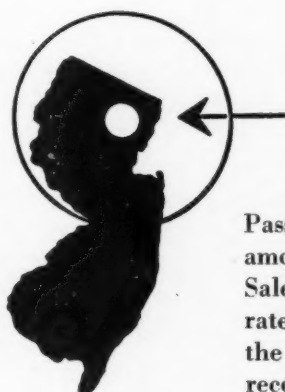
★ Eugene	515.6	96.5	100.5	7.58
★ Portland	367.3	102.3	106.6	54.95
Salem	366.1	91.7	95.5	6.04



Our volunteer speakers are saving thousands of lives *today*... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

**For information just telephone
the American Cancer Society
or address a letter to "Cancer,"
care of your local Post Office.**

American Cancer Society



HIGHSPOT

among “preferred” cities

Passaic-Clifton continues as the Highspot among all of New Jersey's major markets. Sales Management's sales forecasts for March rate Passaic-Clifton a "preferred" city for the 28th time in the last 29 months . . . a record unequalled in New Jersey.

Passaic-Clifton's City-National Index has been the highest in New Jersey every month for the last 19 . . . this month 2.4% higher than the national average. This unsurpassed record as a Preferred Highspot City . . . plus the highest average family income of all major North Jersey markets . . . is added proof that Passaic-Clifton is your best opportunity for increased sales in New Jersey.

THE HERALD-NEWS

55,461

Publisher's Statement **OF PASSAIC-CLIFTON, N.J.**
A.B.C.

Three Months Ending 12/31/51

Represented by The Julius Mathews Special Agency

SELL THE MIRROR READERS

... and you've sold the ENTIRE ALTOONA, PA. MARKET with a yearly retail sales volume exceeding \$90,000,000.

Advertising in the Altoona Mirror is read daily in 98% of all Altoona homes, and 95.4% of the homes in the Altoona (ABC) City Zone.

Altoona Mirror.

ALTOONA'S ONLY EVENING NEWSPAPER

Richard E. Beeler
Advertising Manager

\$1,015

—that's the high food bill paid yearly by Bethlehem's average family (\$156 more than Philadelphia's average).

Here's another indication that — *business is booming in Bethlehem!* Only one newspaper covers this prosperous, well-fed city...

The Bethlehem Globe-Times

Rolland L. Adams, President
Represented nationally by DeLisser, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for March, 1952)

City	City	Nat'l	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	March
1939	1951	1951	1952

Pennsylvania

Allentown	331.1	93.2	97.1	13.11
Altoona	271.3	95.0	99.0	7.08
★ Bethlehem	457.1	113.3	118.0	8.09
★ Chester	351.4	98.3	102.4	7.52
★ Erie	407.6	100.2	104.4	16.06
★ Harrisburg	368.5	105.5	109.9	15.11
Johnstown	285.3	94.2	98.1	8.36
Lancaster	264.9	90.9	94.7	7.71
Norristown	302.2	93.4	97.3	4.17
Oil City	182.3	92.0	95.8	1.44
Philadelphia	319.9	91.7	95.5	199.88
★ Pittsburgh	331.0	104.4	108.8	99.99
Reading	297.8	91.4	95.2	13.31
Scranton	271.2	91.5	95.3	12.45
★ Wilkes-Barre	274.6	97.2	101.2	9.28
York	276.2	90.5	94.3	6.74

Rhode Island

Providence	282.9	94.7	98.6	30.38
★ Woonsocket	306.4	101.9	106.1	4.81

South Carolina

★ Charleston	376.8	99.0	103.1	89.30
★ Columbia	434.3	104.0	108.3	11.77
★ Greenville	445.1	96.0	100.0	9.48
★ Spartanburg	535.5	102.5	106.8	8.14

South Dakota

Aberdeen	462.3	88.5	92.2	3.56
Sioux Falls	344.7	89.1	92.8	6.55

WEALTHY

men are few in Woonsocket. But there are thousands of Middle Income families who buy more food, more drugs than average R.I. families. You can reach this market of 101,000 by advertising in the one local daily that blankets this profitable trading area, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET



YOUR NORRISTOWN SALESMAN

★ Most Important Segment Of The Greater Philadelphia "Outside" Market Area

THE ONLY NEWSPAPER

GIVING YOU THOROUGH 99% HOME DELIVERED NORRISTOWN COVERAGE

Norristown Times Herald

NORRISTOWN MONTGOMERY CO. PENNA.
REPRESENTED NATIONALLY BY THE JULIUS MATHIEWS SPECIAL AGENCY

RETAIL SALES (S.M. Forecast for March, 1952)				
City	City	Nat'l		
Index	Index	Index	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	March	
1939	1951	1951	1952	

Tennessee

★ Chattanooga	356.4	99.4	103.5	16.25
Knoxville	359.5	93.2	97.1	15.46
Memphis	390.9	89.3	93.0	43.15
★ Nashville	373.7	97.3	101.4	24.48

Texas

★ Amarillo	584.2	102.0	106.2	12.56
Austin	421.2	92.4	96.3	13.73
★ Beaumont	493.1	97.2	101.3	12.13
★ Corpus Christi	559.2	100.3	104.5	14.54
Dallas	471.4	94.2	98.1	66.42
El Paso	491.8	94.8	98.8	15.69
★ Fort Worth	523.5	101.9	106.1	39.68
Galveston	372.3	95.2	99.2	7.52
★ Houston	499.3	99.8	104.0	78.94
Lubbock	670.3	95.6	99.6	11.53
San Antonio	483.0	95.1	99.1	40.52
Waco	489.9	90.0	93.8	98.46
★ Wichita Falls	409.9	101.7	105.9	7.83

Utah

★ Ogden	396.2	100.0	104.2	6.30
Salt Lake City	337.1	94.8	98.8	20.83

Vermont

Burlington	285.5	90.0	93.7	3.94
Rutland	242.6	88.8	92.5	2.28

Virginia

Lynchburg	309.8	94.1	98.0	5.39
★ Newport News	468.0	110.2	114.8	7.21
Norfolk	423.0	94.7	98.6	21.91
★ Portsmouth	481.2	98.3	102.4	6.45
Richmond	309.3	95.3	99.3	27.31
Roanoke	421.0	95.6	99.6	12.42

Washington

★ Seattle	347.6	97.4	101.5	58.98
★ Spokane	333.6	96.2	100.2	17.85
Tacoma	337.9	92.2	96.0	15.17
Yakima	332.3	90.8	94.6	6.18

West Virginia

★ Charleston	352.4	97.9	102.0	12.58
Huntington	353.5	95.7	99.7	8.98
Wheeling	324.6	94.0	97.9	8.44

Wisconsin

★ Appleton	362.3	96.8	100.8	4.71
Green Bay	320.5	95.4	99.4	6.89
Madison	305.3	94.8	98.8	11.02
★ Milwaukee	333.4	98.2	102.3	78.31
★ Racine	384.5	100.4	104.6	8.42
Sheboygan	291.9	92.4	96.3	4.32
Superior	275.8	93.9	97.8	3.31

Wyoming

★ Casper	524.2	106.1	110.5	4.98
Cheyenne	397.3	95.6	99.6	4.45

RETAIL SALES (S.M. Forecast for March, 1952)				
City	City	Nat'l		
Index	Index	Index	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	March	
1941	1951	1951	1952	

CANADA

301.1	97.0	100.0	796.70
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Alberta

★ Calgary	396.5	99.3	102.4	15.82
Edmonton	393.8	92.3	95.2	14.49

British Columbia

★ Vancouver	387.6	103.8	107.0	43.29
Victoria	296.1	92.4	95.3	8.35

Manitoba

★ Winnipeg	290.4	101.1	104.2	30.49
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New Brunswick

Saint John	215.8	93.8	96.7	4.10
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Nova Scotia

★ Halifax	280.7	99.4	102.5	11.03
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Ontario

★ Hamilton	293.4	109.6	113.0	19.63
London	259.0	94.1	97.0	7.95
Ottawa	201.0	95.4	98.3	12.60
Toronto	259.4	91.5	94.3	79.76
★ Windsor	267.8	102.3	105.5	11.06

Quebec

★ Montreal	294.7	97.8	100.8	89.41
★ Quebec	268.5	101.2	104.3	13.05

Saskatchewan

Regina	294.2	91.9	94.7	8.59
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52%

OF CANADA'S ENGLISH-SPEAKING FAMILIES

are concentrated
in the

WEEKEND PICTURE MAGAZINE

market

Circulation
over

950,000

Published by the Montreal Standard
Publishing Co. Limited

O'Mara & Ormsbee,
Graybar Building, 429
Lexington Avenue, New
York; The John E. Lutz
Co., Tribune Tower, 435
North Michigan Ave.,
Chicago.

THE 15 FATAL MILES

• It's just 15 miles from Philadelphia to the \$135 million Chester, Pa. market.

• But they can prove fatal to the firm that overlooks one fundamental fact: You cannot win rich Delaware County with spill-over circulation from out-of-county papers.

• Business is really local in this key county of America's 4th market. Our people are hometown people and they read their hometown daily like no other paper!

• This is literally true.

• That's why the Chester Times holds two all-time readership highs in the Advertising Research Foundation's "Continuing Study of Newspaper Reading."

• And that's why advertisers who want real representation in a market where retail sales leaped 218% in 10 years, where payrolls are up 33.20% in the past year, where employment is up 16%, put strong schedules in the Chester Times—Delaware County's only hometown daily.

THE CHESTER TIMES

CHESTER, PENNSYLVANIA

National Representatives: Story, Brooks & Finley, Incorporated

WE BROKE ALL RECORDS IN 1951



Year after year, more NATIONAL ADVERTISERS are adding THE BAYONNE TIMES to their Newspaper Schedule . . . word is getting around that—

"BAYONNE CANNOT BE SOLD
FROM THE OUTSIDE"

THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

PROSPECTS: .008 CENTS PER HEAD

Quite a rate, that 8 cents per 1,000 visitors who are exposed to your sales story at a leading state fair. You can capitalize on fair audiences and audiences at thousands of events throughout the United States and Canada by checking on them regularly. You see on page 86 how to be up to date on all the events now scheduled.

TRAINING DIRECTOR

Wants bigger job. Experienced in all types of management and supervisory development, and sales training. Substantial record and references. Reply Box No. 2842

SALES EXECUTIVE AVAILABLE

Need additional strength on your sales management team? This assistant sales manager for a national manufacturer is seeking broader horizons and many fill that need. He has a rich background in sales management, administration and advertising. He initiates effective plans, promotions and controls. He gets maximum results from field and inside personnel. His aggressiveness is tempered by prudent judgment. He is a family man in his thirties. For specific details, write Box 2843.

EXPERIENCED EXECUTIVE

Seeking challenging connection with progressive, reputable company. 18 years diversified experience with excellent records in Sales, Management, Engineering and Service. Presently employed as Sales Manager of the Machinery Division (\$2,200,000 sales) of large multiple Division company. Age 40. Married. Will relocate. Accustomed to extensive travel. Address: Box 32, Woodstock, Connecticut.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

Rapid City: Business survey and market guide for the second city in South Dakota, compiled by E. H. Lighter, business manager, *The Rapid City Daily Journal*. It's a market that has one-eighth of the state population—85,000. Its retail radius is 100 miles . . . wholesale, 200 miles. Official corporate limits population is 25,310. Average family income is \$5,388 (U. S. average is \$4,521). Included are data on the growth of the city over the past 24 years; increase of tourist business; diversified industrial activities; distributor-jobber-wholesale area; agriculture, and a complete analysis of circulation of *The Rapid City Daily Journal*. Write to E. H. Lighter, Business Manager, *The Rapid City Daily Journal*, Rapid City, S. D.

The Military Market: A general market survey of military personnel of the U. S. Army and Air Corps, prepared by W. B. Bradbury Co., publishers representatives, American Armed Forces Newspapers. It shows brand preferences for after-shave powders, automobiles, automobile insurance, beer, cameras, candy, cigarettes, cigarette lighters, cigars, dentifrice, deodorants, fountain pens, gum, hair tonics, mechanical pencils, phonographs, pipes, radios, razors, razor blades, shampoos, shaving creams, shaving lotions, shoe polishes, soft drinks, wrist watches. It also gives data on reading habits, radio listening, television viewing, travel habits; average age of military personnel; the Post Exchange System with an annual sales volume of \$1,250,000,000; pay scales for U. S. Army and Air Force personnel. Write to W. B. Bradbury, W. B. Bradbury Co., Publishers Representatives, American Armed Forces Newspapers, 122 E. 42nd St., New York 17, N. Y.

The Baking Industry: A market study conducted by *Bakers Weekly* to provide a basis for analyzing the industry's sales potential. It's a \$3¾ billion market and ranks second in

value of products among all food industries. The study describes operating methods of wholesale and retail bakers, their buying practices and distributive systems, and explains what a product must have to be readily salable to this market. Most of the figures used are based on the latest Census statistics. There is a breakdown of the market by types of establishments, classification of bakeries by size and type, and information on the equipment bought by bakers. Write to Art Bamford, Jr., Executive Vice-President, *Bakers Weekly*, 45 W. 45th St., New York 36, N. Y.

Baseball Broadcasting a Man's Market?

No, it actually attracts an audience comprised of 50% women, teens and children, "the forgotten 50%," according to an analysis released by WMCA radio station, based on a special study by The Pulse, Inc., of the 1951 New York Giants season . . . revealing that it's a valuable new source of sales for foods, fashions and staples. Among the findings is the fact that, although night games draw larger radio attendance than day games (with an over-all audience increase of 28% at night), nevertheless the ratio of men to women maintains its 50-50 balance. Analysis of day game listenership emphasizes the strength of the male audience during afternoon hours. Although an average of 26 men per 100 homes tune to radio generally in New York between 1:00 and 6:00 P.M., Giant games are heard by an average of 82 men per 100 homes. The out-of-home audience comprises 21% of total baseball listenership. Men dominate the out-of-home fans, yet women account for a quarter of the total. The survey measures the women's baseball audience against the women tuning a show keyed to women's interests. Women baseball fans numbered as many as 70% of the women listening to first-place Dorothy and Dick in September. Write to Howard Klarman, Promotion Director, WMCA, 1657 Broadway, New York 19, N. Y.

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SALES ENGINEER

A mid-western manufacturer of large earth moving and open pit haulage equipment, with world wide sales organization, desires several outstanding sales engineers. Opportunity immediately available for men with a minimum of five years experience, qualified to assume complete responsibility for field engineering sales assignments. In reply please furnish complete resume and indicate salary desired and willingness to relocate and travel. Box 2841.

The Scratch Pad

BY T. HARRY THOMPSON

This is the month, I always say, which comes in like a Lion and goes out like a Kiwanis.

Through Member Don Southgate, the column welcomes J. H. Landman, New York tax-attorney, to the "Pun-American Congress." Credentials: An article in *Dun's Review* titled: "They've Been Working on the Levy."

FROG: An animal at its best in Leap Year.

Tessie O'Paque thinks the masculine form of "Janet" may be "Janitor."

Aside to Jacksonville's Hunter Lynde, who knows both places: Are Pennsylvania squirrels a mite bigger, fatter, more prosperous-looking than Florida squirrels? And could it be because there are more "nuts" in the North?

BARTENDER: An innocent man behind bars.

John Love says a Scotch couple of his boyhood days wrangled over ownership of an 8-day clock. Exasperated, the man smacked the lady in the dial. She sued for assault. She got the clock and he got the eight days.

Frank Klapp thinks the satisfied user of venetian blinds may be slat-happy.

A wine-taster, too, should be a "port authority."

Jim Collins says it's no longer "He's in conference," but "He's negotiating a new labor-contract."

The column offers a cut-caption for Esterbrook's wide selection of pen-points: "A few of the 'points' in Esterbrook's favor."

Slogan for Ac'cent: "Season's Best."

"Especially in Winter, it pays to go Greyhound!" In fact, you can't whippet.

CHICKEN NOODLE: What a hen thinks with.

"Murine" always seemed to me an odd name for an eye-lotion. Doesn't it mean "like a rodent"?

ARTIST: A person who works on a drawing-account.

North of the border, our contemporary, *Marketing*, has a new feature: "Mrs. Cordial's Bedtime Talks." She's the wife of Sam Cordial, salesman, and knows the score on salesmanship.

Having stayed at the spacious, comfortable Castle Warden in St. Augustine on two previous occasions, I drove up to it recently . . . tired and hungry after a 330-mile drive from Mt. Pleasant, S. C. Garish signs told me that it is now "Ripley's Odditorium." Believe it or not!

"Land reform urged," says a caption in *Country Gentleman*. Captain Kurt Carlsen doubtless thinks the sea could do with a little reform itself.

Ever notice that in the words "facetious," "abstemious," and "abstentious," the vowels a,e,i,o, and u follow in their natural order?

The sales-clincher for Comptometer no doubt begins: "Here's what counts."

In the *Post*, Frank Jones says that if you're feeling "sound as a dollar," you'd better see a doctor.

An old-timer is one who can remember at least five brands of so-called eating-tobacco: "Happy Thought," "Newsboy," "Jolly Tar," "Brown's Mule," and "Stud."

COPY-CHIEF: A hack-driver.

I see what you mean, Tessie, but I'm not sure any air-conditioning advertiser would use your slogan next Summer: "A breath of heaven when it's hot as hell."

Thinking I might find "me and you" in the telephone-book, I looked, and, sure enough, there it was . . . in the Philadelphia suburban directory: "Meehan, Hugh."

"\$1396 Rugs Stolen from Warehouse."—Headline. Ah, yes; hooked rugs.

Roadside stands, too, have their little jokes. A sign along U. S. 17 reads: "Capacity 4,000—One At a Time."

Each year, I expect to see a March of Dimes poster with a crippled kid saying: "Your dime is my dime." But no!

SCRATCH-PAD: A porous plaster.

The Union League tells me I can get diamond-back terrapin, boned, to carry out at just \$14 a quart. No wonder the *Flying Enterprise* turned turtle!

Minneapolis Don Raihle is campaigning against the fluoridation of Minnesota's water-supply. I suppose it would be okay for the rivers of "Fluorida," huh, Don?

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